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Proposed programme budget for the biennium 1996-1997*

Part VIII Common support services

Section 26 Administration and management

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* The present document contains section 26C of the proposed programme budget for the biennium 1996-1997. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fiftieth Session, Supplement No. 6* (A/50/6/Rev.1).

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Section 26C
Office of Human Resources Management

Overview

26C.1 The General Assembly, in section I of its resolution 49/222 of 23 December 1994, endorsed the strategy presented by the Secretary-General for the management of the human resources of the Organization (see A/C.5/49/5). The implementation of that strategy requires the streamlining and rationalization of the structure of the Office of Human Resources Management as set out in the present section. In structural terms, the existing Staff Administration and Training Division and Recruitment and Placement Division of the Office are being transformed into an Operational Services Division and a Specialist Services Division, respectively, through the redeployment of staff and resources. Separate planning, policy and development and training capacities are being given prominence.

26C.2 This reorganization and refocusing of activities is being undertaken in the light of parallel initiatives to delegate an increasing level of authority in personnel administration to executive offices at Headquarters and to offices away from Headquarters. This delegation of authority will be accompanied by a more extensive definition of responsibilities and accountability. The creation of teams dedicated to servicing the main users of human resources activities and outputs will put in place opportunities for enhanced mobility and rotation of staff in the area of human resources management. This process began in 1995 and will be consolidated during the biennium 1996-1997.

26C.3 New initiatives are being launched as set out in the new strategy, namely, planning, performance appraisal management, alternative ways of recruitment, managerial development and training, career management, enhanced attrition programmes, improvement of gender balance in the Secretariat, and out-sourcing for selected technical functions. At the same time, the Office will continue to discharge its baseload functions.

26C.4 Central to the new strategy is the work of operational teams dedicated to providing integrated personnel services to departments and offices. Each team or cluster will be staffed with personnel skilled in a range of substantive areas of personnel management, honed to meet the needs of a particular client office. Integration of effort will allow each department or office to be serviced by a team that can provide all personnel advice and actions in one place, in contrast to the compartmentalized arrangements of the past.

26C.5 Core support services are grouped in the Specialist Services Division, which will be responsible for meeting the corporate technical/specialist needs of the Organization in human resources management. Characteristically, those activities which are global in scope, such as examinations and testing, staff rules and regulations, litigation and automation of procedures, are the ones that the new Division will undertake. Grouping these core services together makes for consistency of delivery in meeting user needs, as well as economies of scale.

26C.6 Planning for the future and the development of new policies and practices are critical for the good governance of the personnel functions of the Organization. The new Planning and Development Service will assist the Assistant Secretary-General in anticipating the managerial and staffing needs of a changing Organization. To this end, the availability of the Integrated Management Information System (IMIS) will be crucial to such new dimensions as skills inventories, career path definition, or mobility and rotation plans.

26C.7 A monitoring and audit function centred in senior management and the new clusters will be an integral part of the new strategy for human resources management, to ensure the consistent application of policies and guidelines, as well as the judicious application of the staff rules. A new organizational advisory

function and job design capacity will be created through the redeployment of posts previously included in the Management Advisory Service of the Department of Administration and Management, and then the Office of Inspections and Investigations and later the Office of Internal Oversight Services.

26C.8 In the medical and employee assistance programme, emphasis will be placed on implementing health promotion programmes and providing pre- and post-field mission examinations. These examinations will include screening for tropical diseases and other specific health risks, as well as early detection of certain cancerous conditions. In addition, the programme will be proactive in global counselling services, including stress management and counselling for missions and elsewhere.

26C.9 The training service reporting to the Assistant Secretary-General will continue to occupy a central role in the management of change. Its focus will increasingly shift towards enhancement of skills and the development of leadership and management capabilities. This is one area where an additional investment of resources is vital, if the staff of the Organization are to be equipped to deal with new challenges.

26C.10 The keynote in human resource management is change, through innovation in programmes and redeployment of staff to activities central to the new human resources needs of the United Nations.

26C.11 The estimated percentage distribution of the total resources of the Office in 1996-1997 would be as follows:

		Regular budget	*Extra-budgetary*
		(percentage)	
A.	Executive direction and management	5.0	12.0
B.	Programme of work		
1.	Planning and development service	6.0	0.0
2.	Operational services	22.0	44.0
3.	Specialist services	23.0	7.0
4.	Training	35.0	0.0
5.	Medical and employee assistance	9.0	37.0
	Total	**100.0**	**100.0**

Table 26C.1 **Summary of requirements by programme**
(Thousands of United States dollars)

(1) *Regular budget*

Programme	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
A. Executive direction and management	1 104.4	1 041.8	969.7	93.0	2 011.5	100.1	2 111.6
B. Programme of work							
1. Planning and development service	2 723.0	1 899.2	520.9	27.4	2 420.1	107.2	2 527.3
2. Operational services	7 146.6	7 128.1	1 127.7	15.8	8 255.8	425.7	8 681.5
3. Specialist services	11 311.7	11 026.8	(2 367.9)	(21.4)	8 658.9	436.5	9 095.4
4. Training	7 201.1	13 349.1	142.9	1.0	13 492.0	667.8	14 159.8
5. Medical and employee assistance	3 242.8	3 287.0	164.8	5.0	3 451.8	162.3	3 614.1
Total	**32 729.6**	**37 732.0**	**558.1**	**1.4**	**38 290.1**	**1 899.6**	**40 189.7**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
1 738.3	2 073.9	Administrative structures	2 188.5
		(ii) Extrabudgetary activities	
358.2	540.0	Technical cooperation reimbursement resources	940.7
1 867.8	3 465.2	Peace-keeping operations	3 915.3
		(b) Substantive activities	
13.8	24.0	French Language Trust Fund	24.0
—	70.5	Secretariat News Trust Fund	—
4.0	4.0	Trust Fund for Staff Health Promotion	—
—	10.0	Trust Fund for German Language Translation	—
385.8	474.4	Trust Fund for Interest on the Contributions to the United Nations Special Account	—
—	—	(c) Operational projects	—
4 367.9	**6 662.0**	**Total**	**7 068.5**
37 097.5	**44 394.0**	**Total (1) and (2)**	**47 258.2**

Table 26C.2 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	26 284.9	24 329.4	436.6	1.7	24 766.0	1 246.4	26 012.4
Other staff costs	831.1	1 015.2	16.8	1.6	1 032.0	48.7	1 080.7
Consultants and experts	39.4	92.5	—	—	92.5	4.2	96.7
Travel	432.2	657.6	(52.2)	(7.9)	605.4	29.4	634.8
Contractual services	4 052.2	9 784.4	866.9	8.8	10 651.3	516.2	11 167.5
General operating expenses	514.8	798.3	(404.9)	(50.7)	393.4	18.3	411.7
Supplies and materials	255.7	283.1	33.2	11.7	316.3	16.6	332.9
Equipment	319.3	771.5	(338.3)	(43.8)	433.2	19.8	453.0
Total	**32 729.6**	**37 732.0**	**558.1**	**1.4**	**38 290.1**	**1 899.6**	**40 189.7**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Object of expenditure*	*1996-1997 estimates*
3 595.9	6 022.6	Posts	6 932.0
336.3	72.5	Other staff costs	112.5
0.7	4.0	Consultants and experts	4.0
23.0	10.0	Travel	—
310.0	481.4	Contractual services	—
12.0	5.5	General operating expenses	—
13.9	12.0	Supplies and materials	10.0
75.6	44.0	Furniture	—
0.5	10.0	Equipment	10.0
4 367.9	**6 662.0**		**7 068.5**
37 097.5	**44 394.0**		**47 258.2**

Table 26C.3 **Post requirements**

Organizational unit: Office of Human Resources Management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
ASG	1	1	—	—	—	—	1	1
D-2	3	3	—	—	—	—	3	3
D-1	4	5	—	—	1	1	5	6
P-5	12	15	—	—	3	3	15	18
P-4/3	39	40	—	—	12	13	51	53
P-2/1	11	9	—	—	1	1	12	10
Total	**70**	**73**	**—**	**—**	**17**	**18**	**87**	**91**
General Service category								
Principal level	12	14	—	—	3	4	15	18
Other levels	96	93	—	—	23	23	119	116
Total	**108**	**107**	**—**	**—**	**26**	**27**	**134**	**134**
Grand total	**178**	**180**	**—**	**—**	**43[a]**	**45[a]**	**221**	**225**

[a] Posts in support of extrabudgetary administrative structures: 1994-1995 and 1996-1997: 1 P-5, 2 P-4, 1 P-3, 1 P-2, 10 General Service (3 Principal level and 7 Other level). Posts financed from technical cooperation reimbursement resources: 1994-1995: 1 D-1, 1 P-3, 1 General Service (Other level); 1996-1997: 1 D-1, 1 P-4, 1 P-3, 2 General Service (1 Principal level and 1 Other level). Posts financed from the support account for peace-keeping operations: 1994-1995: (1 P-5, 1995 only), 1 P-5, 6 P-4, 2 P-3, 15 General Service (Other level); 1996-1997: 2 P-5, 6 P-4, 2 P-3, 15 General Service (Other level).

A. Executive direction and management

Table 26C.4 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	896.3	830.6	1 019.2	122.7	1 849.8	92.7	1 942.5
Other staff costs	29.7	7.1	—	—	7.1	0.4	7.5
Travel	70.5	54.6	(19.6)	(35.8)	35.0	1.6	36.6
Contractual services	31.3	43.2	—	—	43.2	2.0	45.2
General operating expenses	71.7	86.4	(20.0)	(23.1)	66.4	2.9	69.3
Equipment	4.9	19.9	(9.9)	(49.7)	10.0	0.5	10.5
Total	**1 104.4**	**1 041.8**	**969.7**	**93.0**	**2 011.5**	**100.1**	**2 111.6**

(2) *Extrabudgetary resources*

	1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
			(a) Services in support of:	
			(i) United Nations organizations	
	358.2	364.5	Technical cooperation reimbursement resources	752.8
			(ii) Extrabudgetary activities	
	—	56.0	Peace-keeping operations	112.0
	—	—	(b) Substantive activities	—
	—	—	(c) Operational projects	—
Total	**358.2**	**420.5**		**864.8**
Total (1) and (2)	**1 462.6**	**1 462.3**		**2 976.4**

Table 26C.5 **Post requirements**

Organizational unit: Office of the Assistant Secretary-General

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
ASG	1	1	—	—	—	—	1	1
D-2	—	—	—	—	—	—	—	—
D-1	—	—	—	—	1	1	1	1
P-5	1	2	—	—	—	—	1	2
P-4/3	—	2	—	—	—	1	—	3
Total	**2**	**5**	**—**	**—**	**1**	**2**	**3**	**7**
General Service category								
Principal level	—	1	—	—	—	1	—	2
Other levels	3	6	—	—	1	1	4	7
Total	**3**	**7**	**—**	**—**	**1**	**2**	**4**	**9**
Grand total	**5**	**12**	**—**	**—**	**2[a]**	**4[a]**	**7**	**16**

[a] Posts financed from technical cooperation reimbursement resources: 1994-1995: 1 D-1, 1 General Service (Other level); 1996-1997: 1 D-1, 1 P-4, 2 General Service (1 Principal level and 1 Other level).

26C.12 The Assistant Secretary-General for Human Resources Management provides the overall direction and coordination of the programmes implemented by the Office of Human Resources Management, maintains liaison with representatives of Member States and represents the Secretary-General before the International Civil Service Commission, the Consultative Committee on Administrative Questions and the United Nations Joint Staff Pension Board and the Staff Pension Committee. The main objective of the programme is to plan, attract, develop and retain the competent and productive work force that the United Nations Secretariat requires in order to discharge its responsibilities under the Charter.

26C.13 During the biennium 1996-1997, emphasis will be given to the supervision and coordination of new activities of the Office of Human Resources Management, in particular human resources planning, the new Performance Appraisal System, management development training, career management, the enhanced attrition/buy-out programme, the new human resources audit function and managing the introduction of the restructuring of the Office. Given the key role of training in the implementation of the strategy, the Training Service will be placed under the immediate supervision of the Office of the Assistant Secretary-General. The Office of the Assistant Secretary-General will also provide direct supervision of planning activities to ensure that the human resources of the Organization are optimally utilized.

26C.14 The secretariat of the Appointment and Promotion Board will be attached to the Office of the Assistant Secretary-General. It provides substantive and administrative support to appointments and promotion bodies at Headquarters and substantive support to those away from Headquarters. It also provides policy guidance on appointment matters, collects data on recruitment, placement, promotion and contractual status cases reviewed by the appointment and promotion bodies and will develop and maintain policy handbooks for appointment and promotion bodies.

26C.15 The Office of the Focal Point for Women will continue to operate under the direct supervision of the Office of the Assistant Secretary-General. During the biennium 1996-1997, the Focal Point will be responsible specifically for monitoring progress on the Strategic Plan of Action for the Improvement of the Status of Women in the Secretariat (1995-2000). The plan aims to apply modern human resources management strategies and tools to recruit more women into the Secretariat, especially at higher levels, while developing the careers of those on board. The Office will also provide secretariat services to the Steering Committee for the Improvement of the Status of Women in the Secretariat and prepare reports to the General Assembly and other special studies and research on issues relevant to the recruitment, promotion and conditions of work of women in the Secretariat. In carrying out its functions, the Office will interact with the operational clusters on appointment, placement and promotion of women, with the Planning and Development Service on career growth and succession planning and with the Specialist Services Division on integrating women in rosters.

26C.16 In the area of staff-management relations, the objective will be the effective functioning of the consultative machinery on human resources issues (the Staff Management Consultative Committee and the Joint Advisory Committee), as well as sustaining informal dialogue between staff representatives and management. In this context, secretariat services will be provided to the Staff Management Consultative Committee and the Joint Advisory Committee and its subsidiary bodies at Headquarters; background reports, position papers and other reports on staff-management issues will be prepared; and the activities of the Joint Advisory Committee away from Headquarters and of departmental consultative joint bodies at Headquarters will be monitored, as will the follow-up to recommendations of the Staff Management Consultative Committee and the Joint Advisory Committee.

Resource requirements (at current rates)

Posts

26C.17 The total estimated requirements ($1,849,800), reflecting an increase of $1,019,200, relate to one ASG, two P-5, one P-4, one P-3 and seven General Service (one Principal level and six Other level) posts. The increase is the result of the redeployment to this Office of the secretariat of the Appointment and Promotion Board (one P-4, one P-3 and three General Service (one Principal level and two Other level posts), in addition to the redeployment of one P-5 and one General Service post from the former Staff Administration and Training Division, to assist in the reorganization and modernization of the Office of Human Resources Management and to coordinate better staff-management relations.

Other staff costs

26C.18 Provision of $7,100, at the maintenance level, relates to overtime costs.

Travel

26C.19 A provision of $35,000 is proposed for the attendance by the Assistant Secretary-General or his designated representatives at sessions of the Consultative Committee on Administrative Questions and the International Civil Service Commission and annual visits to offices away from Headquarters to offer periodic guidance on human resources management operational issues and policy.

Contractual services

26C.20 A provision of $43,200, at the maintenance level, would cover external printing of medical forms and other personnel forms used by the Office of the Assistant Secretary-General.

General operating expenses

26C.21 Estimated requirements of $66,400 relate to communications costs of the Office as a whole ($61,700) and hospitality ($4,700).

Equipment

26C.22 A provision of $10,000 relates to the replacement of office automation equipment.

B. Programme of work

1. Planning and development service

Table 26C.6 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	2 478.4	1 606.1	644.8	40.1	2 250.9	99.7	2 350.6
Other staff costs	65.8	80.5	—	—	80.5	3.7	84.2
Travel	—	5.5	(5.5)	(100.0)	—	—	—
General operating expenses	169.6	183.8	(120.6)	(65.6)	63.2	2.9	66.1
Supplies and materials	5.2	5.5	—	—	5.5	0.1	5.6
Equipment	4.0	17.8	2.2	12.3	20.0	0.8	20.8
Total	**2 723.0**	**1 899.2**	**520.9**	**27.4**	**2 420.1**	**107.2**	**2 527.3**

Table 26C.7 **Post requirements**

Organizational unit: Planning and Development Service

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-1	—	1	—	—	—	—	—	1
P-5	1	2	—	—	—	—	1	2
P-4/3	2	3	—	—	—	—	2	3
Total	**3**	**6**	**—**	**—**	**—**	**—**	**3**	**6**
General Service category								
Principal level	1	1	—	—	—	—	1	1
Other levels	9	13	—	—	—	—	9	13
Total	**10**	**14**	**—**	**—**	**—**	**—**	**10**	**14**
Grand total	**13**	**20**	**—**	**—**	**—**	**—**	**13**	**20**

Subprogramme 1
Planning and development service

26C.23 The General Assembly, in its resolution 49/222, approved the establishment of a planning unit within the Office of Human Resources Management and requested the Secretary-General to submit a comprehensive proposal for the continued funding of the unit in the context of the programme budget for the biennium 1996-1997. The Planning and Development Service will operate under the immediate supervision of the Assistant Secretary-General for Human Resources Management.

26C.24 The establishment of a true planning capacity within the Office of Human Resources Management is crucial to the implementation of a modern human resources management system for the United Nations Secretariat. The objective of the Planning and Development Service is to conceive, design and introduce integrated human resources management policies and practices in support of the stated goal of the Secretary-General to develop and implement a modern human resources management system more responsive to the spirit of the Charter and the evolving mandates given to the Organization by Member States. The Service is also responsible for the implementation and maintenance of the human resources management components of the Integrated Management Information System (IMIS), as well as for the development of new functionalities using the data available from IMIS, such as succession planning systems, skills inventories and career systems.

Activities

1. Parliamentary services

Parliamentary documentation. Annual reports to the General Assembly on the composition of the Secretariat, as well as reports to the Assembly on the implementation of the strategy for human resources management and the introduction of proposed new or amended policies and practices.

2. Administrative support services

Human resources management

(a) *Planning and Development*

(i) Development and implementation of mechanisms to identify and forecast staffing needs in the Secretariat systematically, including design of succession planning systems;

(ii) Development of improved standards for the recruitment and promotion of staff, such as definition of managerial and functional competencies;

(iii) Formulation of a strategy for the introduction of an integrated career management system for all categories of staff in the Secretariat; and design and development of components of the system, including definition of career paths within and across occupations, planned mobility and rotation schemes and career counselling programmes;

(iv) Design and implementation of a system to monitor and evaluate centrally the functioning of the new Performance Appraisal System Secretariat-wide with a view to establishing performance recognition and sanctions schemes; and development of standards of accountability;

(v) Implementation of the enhanced attrition programme and development of proposals for the longer-term management of staff separation and retention programmes, including the future use of agreed separation arrangements;

(vi) Evaluation of the newly introduced delegation of authority to programme managers for selected personnel matters with a view to identifying areas where authority could be further delegated within the safeguards of managerial accountability and monitoring and audit by the Office of Human Resources Management;

(b) *Maintenance and development of data systems*

(i) Coordination of the implementation of the human resources management components of IMIS at all duty stations; and identification and design of further enhancements to IMIS;

(ii) Design of computer applications in support of human resources planning and development of systems for further automation of human resources management processes.

Resource requirements (at current rates)

Posts

26C.25 Estimated requirements of $2,250,900, reflecting an increase of $644,800, will cover the extension of existing posts (1 P-4, 1 P-3, 10 General Service (1 Principal level and 9 Other level)) in addition to the new posts (1 D-1, 2 P-5, 1 P-4) proposed in connection with the establishment of a planning capacity within the Office of Human Resources Management (see A/C.5/49/5), and redeployment out of the Service of a P-5 post, and into the Service of 4 General Service (Other level) posts.

26C.26 The new posts include one human resources policy and planning specialist (D-1) to direct and supervise the Planning and Development Service; one career planning specialist (P-5), one performance management specialist (P-5) and one planning specialist (P-4). It is also proposed to redeploy four General Service (Other level) posts from the former Recruitment and Placement and Staff Administration and Training Divisions to provide secretarial and administrative support to the newly established Planning and Development Service.

26C.27 One P-5, 1 P-4, 1 P-3 and 10 General Service posts (1 Principal level and 9 Other level) were used in 1994-1995 for the development and implementation of IMIS. In 1996-1997, these posts will provide continued support for the implementation and further enhancement of IMIS, and will, in addition, develop data analysis tools for human resources planning and management, except for the P-5 post, whose redeployment to the Operational Services Division to head one of the service clusters is proposed.

Other staff costs

26C.28 A provision of $80,500, at the maintenance level, relates to general temporary assistance ($67,700) to cover temporary needs of the Service; and overtime ($12,800) to cover requirements during peak workload periods.

General operating expenses

26C.29 Total requirements of $63,200 relate to the Service's share of the port and disk charges in connection with the mainframe computer systems.

Supplies and materials

26C.30 A provision of $5,500 relates to requirements for office automation supplies for the Service.

Equipment

26C.31 Estimated provisions of $20,000 would cover the cost of replacement of office automation equipment.

2. Operational services

Table 26C.8 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	6 894.0	6 368.7	1 351.8	21.2	7 720.5	399.9	8 120.4
Other staff costs	63.5	146.5	(31.8)	(21.7)	114.7	5.5	120.2
Travel	48.3	242.7	16.2	6.6	258.9	12.6	271.5
Contractual services	—	—	93.6	—	93.6	4.4	98.0
General operating expenses	72.0	177.8	(130.3)	(73.2)	47.5	2.4	49.9
Supplies and materials	27.6	29.5	(18.5)	(62.7)	11.0	0.4	11.4
Equipment	41.2	162.9	(153.3)	(94.1)	9.6	0.5	10.1
Total	**7 146.6**	**7 128.1**	**(1 127.7)**	**15.8**	**8 255.8**	**425.7**	**8 681.5**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
—	212.0	Administrative structures	227.1
—	—	Technical cooperation reimbursement resources	187.9
		(ii) Extrabudgetary activities	
856.2	1 030.4	Peace-keeping operations	2 715.3
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
856.2	**1 242.4**		**3 130.3**
8 002.8	**8 370.5**		**11 811.8**

Table 26C.9 **Post requirements**

Organizational unit: Operational Services Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-5	4	5	—	—	—	1	4	6
P-4/3	10	13	—	—	4	8	14	21
P-2/1	3	4	—	—	—	—	3	4
Total	**19**	**24**	**—**	**—**	**4**	**9**	**23**	**33**
General Service category								
Principal level	4	5	—	—	—	—	4	5
Other levels	22	25	—	—	4	11	26	36
Total	**26**	**30**	**—**	**—**	**4**	**11**	**30**	**41**
Grand total	**45**	**54**	**—**	**—**	**8***	**20***	**53**	**74**

* Post financed from reimbursement of services to UNHCR: 1994-1995 and 1996-1997: 1 P-4. Post financed from technical cooperation reimbursement resources: 1996-1997: 1 P-3. Posts financed from the support account for peace-keeping operations: 1994-1995: 3 P-4 and 4 General Service (Other level) posts; 1996-1997: 1 P-5, 5 P-4, 1 P-3 and 11 General Service (Other level) posts.

Subprogramme 2
Operational services

26C.32 In line with the concept of "one-stop shopping", and in the interest of making human resources management more responsive to the growing needs of the United Nations in terms of effectiveness and expedience, it is proposed to establish the Operational Services Division, through the redeployment of some of the resources previously allocated to the Recruitment and Placement Division and to the Staff Administration and Training Division. This new Division would comprise a series of service units/clusters to meet the human resources management requirements of individual departments. Each cluster would thus act as a "full service" counterpart with whom staff members and other offices in the Secretariat could interact on all human resources management needs. Operational services comprise two main areas: (a) the clusters or service units, which will concentrate on the management of human resources from recruitment to personnel administration, from career counselling and placement to classification; and (b) the Common System and Compensation Service, which will address inter-agency matters related to conditions of service of internationally and locally recruited staff at Headquarters and at offices away from Headquarters and will be responsible for matters related to compensation and classification.

26C.33 The units concerned are the Office of the Director of the Operational Services Division, the Common System and Compensation Service, the service units that include offices away from Headquarters (the Geneva Cluster Section, the Vienna/the Hague Cluster Unit, the ECLAC, ESCAP and ESCWA Cluster Unit, the ECA and Nairobi Cluster Unit) and the service units at Headquarters (the Department of Administration and Management and the Office of Internal Oversight Services Cluster Unit, the Economic and Social Cluster Section, the Department of Peace-keeping Operations/Field Administration and Logistics Division/Department of Humanitarian Affairs Cluster Unit and the Office of Legal Affairs/Department of Public Information/Department of Political Affairs Cluster Unit).

26C.34 Each service cluster would provide integrated services for its customers, including identifying, interviewing, selecting and presenting candidates for appointment, placement, promotion, vacancy management, administrative actions, calculation and monitoring of benefits, career and performance management support and the classification of posts. The size of each cluster would be determined on the basis of the number of posts as well as the location and the existing administrative structure and complexity of issues in each of the offices and departments served.

26C.35 The general objective of the Common System and Compensation Service is to formulate within the Organization and coordinate with the other organizations of the common system policies and procedures regarding salaries, allowances and terms and conditions of service of staff. This Service will also act as the link between the Office of Human Resources Management and bodies such as the International Civil Service Commission and the Consultative Committee on Administrative Questions. This Service will continue to review the methodologies for determining the best prevailing conditions of employment for locally recruited staff, both at Headquarters and at non-Headquarters duty stations. It will take an active role in the Advisory Committee on Post Adjustment Questions and in the Tripartite Working Group for the classification of duty stations according to conditions of life and work, which have a direct impact in the remuneration package of internationally recruited staff. The Service will also review the methodologies dealing with the improvement of classification standards for posts in the Professional category and above and the Field Service, General Service and related categories.

Activities

1. Parliamentary services

(a) *Parliamentary documentation*. Reports on the emoluments of senior Secretariat officials and non-Secretariat officials, secondment and career and fixed-term appointments, agreed terminations and hiring of retirees in accordance with General Assembly resolution 49/222;

(b) *Substantive services*. Servicing of the Fifth Committee of the General Assembly on matters related to salaries, pensions, allowances and other entitlements, classification, recruitment and staff administration.

2. Published material

Technical material. Administrative issuances; reports and working papers to the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions; and annual salary scales.

3. Administrative support services

Human resources management

(a) *Vacancy management*

(i) Gathering information on projected staff movements or programmatic changes for the offices served by the various clusters, with the assistance of the IMIS;

(ii) Identifying short-term staffing and skills needed for the offices served by the various clusters;

(iii) Issuance of vacancy notices and bulletins for specific vacancies;

(iv) Interviews and screening of staff for the filling of vacancies;

(v) Promotion implementation for all staff at Headquarters, political and peace-keeping missions and United Nations information centres;

(b) *Recruitment, placement and promotion of Professional staff*

(i) Long-term recruitment of approximately 200 Professional staff per year for posts subject to geographical distribution; preparation of internal and external vacancy announcements and advertisements; submission of lists of qualified candidates (provided by the Specialist Services Division) to departments; interviews of candidates in cooperation with departments; presentation of the recommendation for recruitment of candidates to the appointment and promotion bodies; requests for government releases and visas; and arrangement of travel when appropriate;

(ii) Short-term recruitment of approximately 1,500 staff per year for short-term and conference requirements;

(iii) Recruitment of approximately 350 staff per year for peace-keeping missions;

(iv) Processing of approximately 1,000 special service agreements for consultants and individual contractors annually;

(v) Approximately 500 placements and promotions of Professional staff annually, of which 250 relate to peace-keeping operations;

(vi) Triennial review of staff members who have not been promoted under the current system;

(c) *Recruitment and placement of General Service and other categories of staff*

(i) Acknowledgement and evaluation of approximately 10,000 applications per year;

(ii) Issuance of vacancy notices as required;

(iii) Communications with prospective candidates: 6,000 letters and 25,000 telephone inquiries each year concerning employment opportunities for General Service and other categories at Headquarters;

(iv) Short-term recruitment of approximately 750 General Service and related staff at Headquarters each year for conferences and other short-term service from lists provided by the Specialist Services Division;

(v) Recruitment of approximately 40 support staff each year for the United Nations information centres;

(vi) Recruitment of approximately 300 mission staff for peace-keeping missions each year to maintain the normal strength of the service, with more having to be recruited for each new mission;

(vii) Placement of approximately 900 staff members each year, of which 750 placements will relate to peace-keeping missions;

(d) *Staff administration*

(i) Application of United Nations Staff Regulations and Staff Rules and other administrative issuances to individual cases, ensuring consistent treatment of staff members;

(ii) Personnel administration of staff in accordance with the United Nations Staff Regulations and Staff Rules:

a. Initial offers of appointments (approximately 2,500 per year) and issuance of approximately 9,000 extensions of appointment per year of staff at Headquarters and United Nations information centres;

b. Review of contractual status of approximately 200 Professional staff on a Secretariat-wide basis for conversion to career appointment;

c. Review of contractual status of approximately 700 staff in the General Service and related categories at Headquarters for conversion to career appointment;

d. Counselling for career growth within the world-wide Secretariat;

e. Counselling on personnel problems, compliance with the code of conduct for international civil servants and addressing indebtedness in consultation with staff counsellor's office;

f. Application of approximately 9,000 individual cases per year of the Staff Regulations and Staff Rules for items not delegated to departments and offices away from Headquarters;

g. Implementation, administration and day-to-day monitoring of the new Performance Appraisal System;

h. Advice to management and staff on all aspects of personnel policies and administration;

i. Participation in the activities of joint staff management bodies on personnel policies and staff welfare, early identification of potential problems between management and staff and contributions to their resolution;

j. Contribution to the development and revision of personnel policies in the light of experience in their application;

k. Service as ex-officio members of the appointment and promotion bodies for promotion, vacancy management and conversion to career appointment;

l. Participation in departmental panels, as required (e.g. review of special post allowances and placement);

m. Participation in the Office of Human Resources Management and Secretariat working groups at Headquarters;

(iii) The determination of eligibility of approximately 7,000 staff per year for benefits and allowances, in accordance with the Staff Regulations and Staff Rules;

(iv) Contribution to the development and implementation of personnel administration policies that will ensure a sound and coherent application of United Nations rules and norms governing personnel management. These functions will be carried out in cooperation with other services within the Office of Human Resources Management and in light of the experiences gained in the application of current personnel policies;

(v) Continuous review of the Staff Rules in order to ensure consistency with administrative issuances; and, in the light of changes within the Secretariat, proposals for revisions to the Staff Rules with a view to standardizing approach and application, thus reducing the need to consider granting exceptions;

(vi) Continuous review of staff entitlements with a view to simplifying in order to avoid different interpretations of the Staff Rules;

(vii) Decisions on approximately 120 exceptions relating to entitlements;

(viii) Provision of individual counselling on career paths to staff members, and intervention, when necessary, with the department in order to resolve issues at an early stage and avoid unnecessary appeals;

(ix) Induction of approximately 2,500 staff at the time of appointment to advise them of the Staff Regulations and Staff Rules and what is expected of them during their service with the Organization;

(x) Review of individual classification requests for posts in the Professional category and above and the Field Service and General Service and related categories at Headquarters and other established duty stations;

(e) *Common System and Compensation Service*

(i) Formulation within the Organization and coordination with other organizations of the common system policies and procedures regarding salaries, pensions, allowances and other entitlements:

a. Substantive participation in meetings of inter-agency bodies, the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions, the Consultative Committee on Administrative Questions and the United Nations Joint Staff Pension Board and Staff Pension Committee, as well as related working groups of those bodies;

b. Preparation of reports and working papers for sessions of the International Civil Service Commission, the Advisory Committee on Post Adjustment Questions and the Consultative Committee on Administrative Questions;

c. Approval and/or issuance of administrative instructions, information circulars and other instructions related to salaries, pensions, allowances and other entitlements;

d. Issuance and monitoring of the implementation of administrative instructions and guidelines, and deciding on exceptions thereto, relating to salaries, allowances and other entitlements;

e. Monitoring of the implementation of decisions of the International Civil Service Commission on compensation issues such as new packages of mobility/hardship and assignment measures for staff in the Professional category and above, the Field Service category and internationally recruited staff in the General Service category;

(ii) Conduct of salary surveys at a number of duty stations; participation in the conduct of the salary survey in New York; and review, approval and issuance of salary scales resulting from the analysis of data collected in the course of salary surveys conducted in over 180 duty stations;

(iii) Establishment, review and updating of allowances and other entitlements related to peace-keeping; and participation in technical survey missions;

(iv) Provision of information for statements of programme budget implications on draft resolutions or decisions concerning salaries, allowances and other entitlements;

(v) Assistance in staff-management consultations on issues of salaries, allowances and other benefits;

(vi) Maintenance of an electronic database (current and historical) of all General Service and national officer salary scales (containing currently more than 1,500 scales); automated processing and transmission of salary survey data to other United Nations agencies and field duty stations; and implementation of emolument packages for all categories of staff on a timely basis;

(vii) The review of current classification standards for the Professional, Field Service and General Service and related categories, to participate in the development of classification standards, to evaluate existing classification structures and to pursue actively the integration of the classification system within the overall management process;

(viii) Assistance to the service units/clusters in the implementation of the classification standards developed for the posts in the Professional category and above and the Field Service and General Service categories;

(f) *Monitoring*

(i) Monitoring of the implementation of the Staff Regulations and Staff Rules and personnel policies by departments and offices at Headquarters and offices away from Headquarters;

(ii) Continuous review of the mechanism for monitoring and human resources auditing actions taken by departments and offices at Headquarters and offices away from Headquarters to which appropriate delegation of authority on personnel matters have been given, such as promotions, conversion to fixed-term appointments, special post allowances and entitlements;

(iii) Monitoring for accuracy of approximately 54,000 actions processed in IMIS by the departments and offices at Headquarters;

(g) *Separation*

(i) Conduct of exit interviews with staff separating from service to determine reasons for separation and to record their experiences, with a view to improving staff relationships and policies within the Organization;

(ii) Briefing retiring staff in coordination with the Office of the Staff Counsellor.

Resource requirements (at current rates)

Posts

26C.36 The provision of $7,720,500 covers salaries and common staff costs for 54 posts proposed for the Specialist Services Division. These consist of 43 posts from the Staff Administration and Training Division (1 D-2, 1 D-1, 4 P-5, 6 P-4, 4 P-3, 3 P-2 and 24 General Service); 8 posts redeployed from the Recruitment and Placement Division (2 P-4, 1 P-3, 1 P-2 and 4 General Service), 2 General Service from

the Training Service and 1 P-5 from the Planning and Information Section. Two General Service posts from the Staff Administration and Training Division are proposed for abolition.

Other staff costs

26C.37 Total requirements of $114,700 would relate to general temporary assistance ($93,200) to provide additional support in times of peak workload and in connection with maternity leave for the Service; and overtime ($21,500) to cover needs with respect to peak workload periods such as during the General Assembly.

Travel

26C.38 A provision of $258,900, including an increase of $16,200, is requested for travel related to attendance at Staff Management Coordination Committee meetings. It also covers travel to regional commissions and other duty stations to conduct salary surveys, for participation in meetings of inter-agency bodies and for briefings on human resources management policy matters and to monitor the uniform application of rules and procedures following the increased delegation of authority to offices away from Headquarters and the implementation of the Performance Appraisal System.

Contractual services

26C.39 A provision of $93,600 would cover the estimated United Nations share of the software development costs to be incurred in implementing the automated system for the classification of Professional posts. The development of this system was endorsed by the Subcommittee on Job Classification of the Consultative Committee on Administrative Questions and recommended by the Joint Inspection Unit in its report on post classification (JIU/REP/7).

General operating expenses

26C.40 Total requirements of $47,500, including a decrease of $130,300, relate to the Division's share of the port and disk charges in connection with the mainframe computer system ($8,400) in addition to the maintenance of existing office automation equipment ($39,100).

Supplies and materials

26C.41 A provision of $11,000 is requested for office supplies and materials.

Equipment

26C.42 A provision of $9,600 is requested for the purchase of notebook computers and software to be used, in particular, during salary surveys and other field assignments.

3. Specialist services

Table 26C.10 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	10 100.9	9 463.7	(2 215.0)	(23.4)	7 248.7	369.5	7 617.7
Other staff costs	459.7	460.9	31.8	6.8	492.7	23.7	516.4
Consultants and experts	12.4	69.6	—	—	69.6	3.1	72.7
Travel	276.4	305.7	(40.5)	(13.2)	265.2	13.1	278.3
Contractual services	276.0	298.0	93.3	31.3	391.3	18.6	409.9
General operating expenses	117.3	192.8	(90.5)	(46.9)	102.3	4.9	107.2
Supplies and materials	13.2	16.9	2.0	11.8	18.9	1.2	20.1
Equipment	55.8	219.2	(149.0)	(67.9)	70.2	2.9	73.1
Total	**11 311.7**	**11 026.8**	**(2 367.9)**	**(21.4)**	**8 658.9**	**436.5**	**9 095.4**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
392.0	452.3	Administrative structures	481.4
—	175.5	Technical cooperation reimbursement resources	—
		(ii) Extrabudgetary activities	
470.3	1 352.2	Peace-keeping operations	—
		(b) Substantive activities	
—	10.0	Trust Fund for German Language Translation	—
—	—	(c) Operational projects	—
862.3	**1 990.0**	**Total**	**481.4**
12 174.0	**13 016.8**	**Total (1) and (2)**	**9 576.8**

Table 26C.11 **Post requirements**

Organizational unit: Specialist Services Division

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-5	5	5	—	—	1	—	6	5
P-4/3	18	13	—	—	5	1	23	14
P-2/1	2	1	—	—	1	1	3	2
Total	**27**	**21**	**—**	**—**	**7**	**2**	**34**	**23**
General Service category								
Principal level	4	4	—	—	—	—	4	4
Other levels	39	27	—	—	8	1	47	28
Total	**43**	**31**	**—**	**—**	**8**	**1**	**51**	**32**
Grand total	**70**	**52**	**—**	**—**	**15[a]**	**3[b]**	**85**	**55**

[a] 1994-1995: one P-3 post financed from extrabudgetary technical cooperation activities reimbursement resources, and one P-5 (1994-1995), two P-4, one P-3 and seven General Service (Other level) posts financed from the support account for peace-keeping operations.

[b] 1994-1995 and 1996-1997: one P-4, one P-2 and one General Service (Other level) post financed from reimbursement of services in support of extrabudgetary administrative structures.

Subprogramme 3
Specialist services

26C.43 The Specialist Services Division consists of the Office of the Director, the Organizational Structure and Job Design Unit, the Recruitment Support Section, the Examination and Tests Service, the Rules and Regulations Unit and the Litigation Unit. Its main function is to provide support to the clusters of the Operational Services Division as well as to departments and offices, and to provide functions which have an impact Secretariat-wide, such as the conduct of national examinations. The Litigation Unit performs the functions of investigation and litigation in connection with appeals and disciplinary cases.

26C.44 In the area of organizational structure and job design, approved classification standards will be maintained for the Professional, Field Service and General Service and related categories, classification standards will be developed, existing classification structures will be reviewed and the classification system will be integrated within the overall management process. The functions related to the *Organizational Manual*, including the issuance of Secretariat organigrammes, have also been incorporated in the Division.

26C.45 In the area of examinations, the focus will be placed on expanding national competitive examinations, establishing assessment centres and conducting structured interviews for more senior posts, especially those requiring specialized skills in such sensitive areas as security, administration and telecommunications, and in other occupational groups. The need to identify high quality candidates, while taking into account the geographic distribution of staff and increasing the percentage of women in the Professional category and above, will also be fully borne in mind.

26C.46 To support the recruitment function, the Division will maintain active rosters of qualified candidates sorted by occupational groups. The Division will also strengthen the rosters with the help of Member States by conducting publicity campaigns, networking with professional organizations, maintaining world-wide liaison with executive search agencies and interviewing candidates for suitability and availability.

26C.47 The Division will provide legal support services to the Office of Human Resources Management and programme managers. In the area of rules and regulations, emphasis will be placed on adapting the rules to the new needs of the Organization and making them more accessible to managers and staff. The Litigation Unit will review disciplinary cases and conduct litigation before the relevant bodies, putting into effect the reform of the internal system of justice.

Activities

1. Parliamentary services

Parliamentary documentation. Annual reports to the General Assembly on issues related to the United Nations Staff Regulations and Staff Rules, including amendments and revisions as approved by the Assembly, annual reports to the Assembly on human resources matters and contributions to the *Repertory of Practice of United Nations Organs* and the *Yearbook of the United Nations*.

2. Published material

Technical material. Administrative issuances, personnel directives, revisions to the *Personnel Manual* and updates of the *Organizational Manual*.

3. Administrative support services

Human resources management

(a) *Professional vacancies*

(i) Maintenance of rosters by occupational group; review and evaluation of approximately 8,000 applications and correspondence; initial screening and interviews; reference checks and verification of degrees for rosters;

(ii) Issuance of consolidated vacancy notices to replenish occupational groups;

(iii) Provision of rosters of qualified candidates for recruitment by Departments in consultation with the clusters of the Operational Services Division;

(iv) Mailing of recruitment information to women's organizations and professional associations (approximately 400 letters per year) to identify sources of qualified candidates, and updating of world-wide mailing lists (800 addresses);

(v) Strengthening the rosters, occupational and otherwise, of external candidates in cooperation with Member States and through networking with professional associations and other institutions;

(vi) Communications with prospective candidates. Approximately 18,500 letters and 12,000 telephone inquiries per year on Professional employment opportunities; and official correspondence with Member States on recruitment matters (approximately 500 letters and notes verbales per year);

(vii) Special assignments and reports providing statistics and information on P-1/P-2 and P-3 vacancy situations and projections for the Central Examinations Board and for the Central Recruitment Examinations Board;

(viii) Placement of regular advertisements and special advertisements for occupational groups of posts and priority vacancies;

(ix) Conducting recruitment campaigns and missions as required to fill vacancies and feed the rosters;

(b) *Administration of competitive examinations and tests*

(i) Administration of national competitive examinations at the P-2 and P-3 levels in some 20 to 30 countries per year in 10 occupational categories. The use of regional examinations will be expanded so that a greater number of unrepresented and underrepresented Member States can participate in the examination process;

(ii) Administration of competitive examinations for promotion from the General Service and related categories to the Professional category in six occupational categories per year;

(iii) Administration of examinations at the entrance P-2 and P-3 levels for posts requiring special language competence;

(iv) Administration of tests at Headquarters for recruitment of General Service staff (clerical, typing, stenography, statistical and accounting) for an estimated 3,500 candidates annually;

(v) Preparation and administration of structured interviews in conjunction with oral examinations and the screening of candidates;

(vi) Conduct of structured interviews for designated senior posts in the Professional category and above (initially 10 per year);

(vii) Administration of the internship programme for approximately 250 interns per year;

(c) *Rules and regulations*

(i) Interpretation of the Staff Regulations and Staff Rules and other administrative issuances:

a. Codification of the administrative law of the United Nations through periodic amendments to and revisions of the Staff Regulations and Staff Rules and revisions to the Personnel Manual;

b. Provision of general legal advice and services to agencies in the common system;

c. Drafting of policy papers, administrative issuances, legal analysis and correspondence on administrative matters;

d. Provision of advice to management and staff on all aspects of personnel administration and policies;

e. Contributions to the development and revision of personnel policy instruments in the light of experience in their application;

(ii) Policy formulation for the introduction of modern human resources management concepts and practices in the Secretariat;

(d) *Organizational structure and job design*

(i) Review of appeals filed with respect to the classification of posts in the Professional category and above and the Field Service and General Service and related categories at Headquarters and other established duty stations (approximately 400 appeals);

(ii) Development of job classification policies;

(iii) Integration of job classification with management processes: preparation of administrative instructions, internal position papers or policy documents on classification matters, including the development and coordination of classification policies and procedures with processes relating to programme planning, organizational analysis, utilization of human resources and career development;

(iv) Studies and revisions to the *Organizational Manual*;

(e) *Litigation, disciplinary and appeal cases*. The Litigation Unit will:

(i) Represent the Secretary-General before the Joint Appeals Board when it considers requests for suspension of action on a contested decision;

(ii) Settle all appropriate cases;

(iii) Prepare written statements on behalf of the Secretary-General in appeals filed with the Joint Appeals Board, gather additional information that may be requested by the Board in the consideration of particular cases and appear at hearings scheduled by the Board;

(iv) Investigate all disciplinary matters referred to the Office of Human Resources Management to determine whether or not disciplinary charges should be brought; direct and monitor preliminary investigations conducted in the field to ensure respect of due process requirements; when a staff member agrees to waive referral to a Joint Disciplinary Committee, recommend appropriate disciplinary measures and prepare the documents necessary to implement the decision; when charges are brought before a Joint Disciplinary Committee at Headquarters, prepare written and oral presentation of the case to that Committee; and when allegations of serious misconduct are brought, prepare recommendations for summary dismissal;

(v) Provide legal advice on personnel matters, as required;

(vi) Prepare a computerized compendium of relevant jurisprudence and interpretations.

Resource requirements (at current rates)

Posts

26C.48 The provision of $7,248,700 covers salaries and common staff costs of the 52 posts proposed for the Specialist Services Division. These comprise the following:

(a) A total of 32 out of the 53 posts of the former Recruitment and Placement Division (1 D-2, 1 D-1, 2 P-5, 3 P-4, 5 P-3, 20 General Service (1 at the Principal level));

(b) The 13 posts of the Examinations Section (1 P-5, 1 P-4, 3 P-3, 1 P-2 and 7 General Service (1 at the Principal level));

(c) The 4 posts of the Administrative Review Unit (1 P-5, 1 P-3 and 2 General Service (Other level));

(d) Three posts (one P-5 and two General Service (Principal level)) redeployed from the Office of Internal Oversight Services together with the functions related to the *Organizational Manual*.

26C.49 The 21 posts not carried over from the Recruitment and Placement Division are distributed as follows:

(a) To the Office of the Assistant Secretary-General for Human Resources Management: one P-4, one P-3 and three General Service posts (one at the Principal level) for the purpose of servicing the appointment and promotion bodies, and one P-5 and one General Service (Other level) post for dealing with organizational and policy matters in that Office;

(b) To the Planning and Development Service: four General Service (Other level) posts;

(c) To the Operational Services Division: two P-4, one P-3, one P-2 and four General Service posts (one at the Principal level);

(d) To the Medical and Employee Assistance Division: one General Service (Other level) post;

(e) One General Service (Other level) post proposed for abolition.

Other staff costs

26C.50 Provision of $492,700 relates to general temporary assistance ($478,400) in connection with the Litigation Unit and the Personnel Records and Personnel Data Units, and overtime ($14,300) to cover needs with respect to peak workload periods, such as during the General Assembly.

Consultants and experts

26C.51 A provision of $69,600 is required to hire consultants for the preparation of examination materials.

Travel

26C.52 A provision of $265,200, is requested for travel related to competitive examinations, recruitment missions and in relation to job design and organizational review consultations in offices away from Headquarters.

Contractual services

26C.53 An amount of $391,300, including a net increase of $93,300, is requested for advertising and promotion in connection with publicity campaigns, special advertising for occupational groups and priority searches for senior level posts.

General operating expenses

26C.54 The estimated requirements of $102,300, reflecting a net decrease of $90,500, would provide for the rental of rooms and space for competitive language examinations administered in centres throughout the world ($14,600); and cover the rental of office equipment ($4,100) and maintenance of office automation equipment ($83,600).

Supplies and materials

26C.55 An amount of $18,900, provides for the purchase of reference and information material related to the world-wide identification of high-level candidates for senior positions.

Equipment

26C.56 A provision of $70,200, relates to the purchase of computer equipment and software to streamline data entry for recruitment ($22,700). In addition, it covers costs for the replacement of office automation equipment ($47,500).

4. Training

Table 26C.12 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	3 083.0	3 281.4	(462.0)	(14.0)	2 819.4	150.9	2 970.3
Other staff costs	117.6	97.8	—	—	97.8	4.4	102.2
Consultants and experts	—	22.9	—	—	22.9	1.1	24.0
Travel	26.7	37.2	(2.8)	(7.5)	34.4	1.6	36.0
Contractual services	3 744.9	9 443.2	680.0	7.2	10 123.2	491.2	10 614.4
General operating expenses	66.9	129.3	(44.5)	(34.4)	84.8	3.9	88.7
Supplies and materials	14.5	21.0	12.4	59.0	33.4	1.7	35.1
Equipment	147.5	316.3	(40.2)	(12.7)	276.1	13.0	289.1
Total	**7 201.1**	**13 349.1**	**142.9**	**1.0**	**13 492.0**	**667.8**	**14 159.8**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Source of funds	1996-1997 estimates
		(a) Services in support of:	
—	—	(i) United Nations organizations	—
—	—	(ii) Extrabudgetary activities	—
		(b) Substantive activities	
13.8	24.0	French Language Trust Fund	24.0
385.8	474.4	Trust Fund for Interest on the Contributions to the United Nations Special Account	—
—	—	(c) Operational projects	—
399.6	**498.4**	**Total**	**24.0**
7 600.7	**13 847.5**	**Total (1) and (2)**	**14 183.8**

Table 26C.13 **Post requirements**

Organizational unit: Training Service

Established posts		Temporary posts					
Regular budget		Regular budget		Extrabudgetary resources		Total	
1994-1995	1996-1997	1994-1995	1996-1997	1994-1995	1996-1997	1994-1995	1996-1997
Professional category and above							
D-1	1	1	—	—	—	—	1	1
P-5	1	1	—	—	—	—	1	1
P-4/3	5	5	—	—	—	—	5	5
P-2/1	6	4	—	—	—	—	6	4
Total	**13**	**11**	**—**	**—**	**—**	**—**	**13**	**11**
General Service category							
Principal level	1	1	—	—	—	—	1	1
Other levels	10	8	—	—	—	—	10	8
Total	**11**	**9**	**—**	**—**	**—**	**—**	**11**	**9**
Grand total	**24**	**20**	**—**	**—**	**—**	**—**	**24**	**20**

Subprogramme 4
Training

26C.57 In 1994-1995, resources were sought and obtained for a Comprehensive Management Development Programme. This Programme will continue and training will be enhanced, in line with the request by the General Assembly that it should be given due priority in the programme budget for the biennium 1996-1997.

26C.58 During the biennium 1996-1997, training programmes will be geared to achieving the following objectives:

(a) Providing the skills and knowledge required to support ongoing implementation of the strategy for the management of human resources in the organization, as well as the implementation of systems of accountability and responsibility, including the Performance Appraisal System;

(b) Continuing to build the leadership and managerial capacity required to promote a results-oriented management culture conducive to making full use of staff capacity and encouraging higher levels of productivity and high quality work;

(c) Ensuring that the Organization has a well-trained cadre of staff with proper understanding of organizational rules and procedures to staff regular administrative positions and positions in field operations;

(d) Increasing the number of readily available staff prepared to take up assignments, on short notice, in complex humanitarian or political operations in the field;

(e) Ensuring that the substantive skills and knowledge of staff are kept up to date and that staff are prepared to undertake new and changing organizational mandates.

Activities

Administrative support services

Human resources management

1. Leadership, management and administration

The Comprehensive Management Development Programme has been designed to build and sustain the leadership and managerial capacity within the Secretariat, as well as to contribute to the transformation of the management culture of the Organization. The objectives of the programme during 1996 and 1997 are: (a) to ensure that all senior- and middle-level managers have completed a basic management programme covering management culture, planning and goal setting, accountability, responsibility, management of individual and team performance, managing diversity and gender issues; (b) to ensure that staff in the junior Professional and senior General Service categories who supervise the work of others complete training in basic supervisory skills; (c) to provide training in United Nations administration appropriate to the levels and functions of specific target groups; (d) to provide ongoing training in the Performance Appraisal System; (e) to provide training and facilitate client-focused service and quality initiatives; and (f) to institutionalize mandatory management, supervision and administrative training programmes based on established competency levels.

2. Substantive skills development programme

(a) This Secretariat-wide programme offers opportunities to the staff for upgrading and updating their substantive technical skills. Approximately 20 per cent of the Professional staff of the Secretariat will utilize this programme, which is based primarily on training plans submitted by individual departments and offices Secretariat-wide. Detailed needs analyses are conducted and a central review is undertaken to determine overall priorities and the most cost-effective allocation of funds to support the necessary requirements for the delivery of mandates;

(b) Special training programmes will be geared towards upgrading the skills of staff responsible for managing the Organization's human resources and finances. In particular, training activities will concentrate on areas dealing with the application of the Secretary-General's strategy for the management of human resources and the newly identified functions of the Office of Internal Oversight Services;

(c) The sabbatical studies programme is to be reviewed and modified to be more cost-effective and available to more staff, including financial support for part-time training in competencies of importance to the Organization in respect of both General Service and Professional level staff.

3. Information technology training

(a) The overall objective for the information technology training programme is to provide staff with the required knowledge and skills to access and use the computer resources of the Organization as they apply to the delivery of their work programmes. In the biennium 1996-1997, the computer environment will be significantly changed from that of the present biennium owing to increased use of United Nations and external networks, new standards in software and increased use of technological solutions for work delivery problems;

(b) Taking into account these changes, the information technology training programme for 1996-1997 will emphasize: (i) providing ongoing end-user training in Organization-wide applications; (ii) providing specialized training to departmental computer support staff in the design, development, and implementation of applications in a client/server computing environment; (iii) providing training for office unit heads in the management of computer resources; and (iv) maintaining and upgrading self-study learning centres to enhance access to training materials in standard applications;

(c) Training specifically relating to IMIS is covered under section 30 of the proposed programme budget.

4. Communications training

(a) Communications skills development is critical to the effective functioning of the new Performance Appraisal System. Training will therefore be provided in such oral communications skills as listening, giving feedback, negotiating and resolving conflicts. In addition, specialized communications skills training in making public presentations and managing media relations will be provided to senior officials and media spokespersons, particularly in sensitive mission assignments;

(b) The development of effective writing ability is essential in a multicultural organization where much of the work is done through written communication. Training will therefore also be provided in job-related written communications in the working languages of the Secretariat.

5. Language training

Language training is provided in the six official languages in accordance with resolution 2480 B (XXIII) of 21 December 1968 and 43/D of 21 December 1988. Language programmes have been reviewed and redesigned to meet organizational requirements for the regular work of the Organization as well as for operational activities in the field.

6. Capacity-building in peace-keeping, peacemaking and humanitarian affairs

To strengthen the Organization's ability to function effectively in specific operational areas, staff being deployed to the field for peace-keeping/humanitarian activities, as well as those requiring highly specialized skills at regular duty stations, will be trained in areas such as crisis/disaster management, emergency technical assistance, humanitarian aid in complex emergency/disaster assistance coordination, coordination relating to operations in the field and specific skills training, including technical communications.

7. Orientation programmes

The orientation programme provides new staff with an understanding of their roles and responsibilities as international civil servants. In addition, the programme assists supervisors in providing on-the-job training to new staff, provides training and orientation to all junior staff recruited or promoted to the Professional level and assists offices away from Headquarters in delivering their own orientation programmes through preparation of guidelines and provision of materials.

8. General Service and related categories training

Although staff in the General Service and related categories participate in most of the training activities organized by the Office of Human Resources Management, such as drafting, language classes, orientation, EDP, Performance Appraisal System, external studies and supervisory programmes, among others, special programmes directed only to staff in these categories are proposed to enable them to acquire or improve technical skills useful in the performance of their duties.

9. Management and advisory role of the Training Service

In order to provide guidance in comprehensive training planning and administration and taking into account the current trends towards decentralization and delegation of authority, the role of the Training Service has expanded to include providing advisory and technical support related to staff training and development to departments and offices in New York and all other duty stations, assessing training needs, supporting and monitoring the quality and equalization of training opportunities throughout the Secretariat and establishing training policies.

Resource requirements (at current rates)

Posts

26C.59 A provision of $2,819,400, reflecting a decrease of $462,000, covers salaries and common staff costs of one D-1, one P-5, two P-4, three P-3, four P-2 and nine General Service (1 Principal level and 8 Other level) posts. The decrease is the result of the abolition of two language coordinator posts at the P-2 level and the redeployment of two General Service (Other level) posts to the Operational Services Division. It is intended to consolidate the administrative functions of the language coordinators among the remaining coordinators and enhance the responsibilities of the existing full-time teachers.

Other staff costs

26C.60 Total requirements of $97,800, at the maintenance level, cover general temporary assistance ($74,800) to provide secretarial and clerical support for the administration and implementation of the training programmes, and overtime ($23,000) to cover peak workload periods occurring throughout the year, but especially during the periods of the language proficiency examinations.

Consultants and experts

26C.61 Provision of $22,900, at the maintenance level, relates to the hiring of consultants to carry out research and evaluation of all training programmes.

Travel

26C.62 An estimate of $34,400, including a decrease of $2,800, relates to the travel of staff to meetings of the Consultative Committee on Administrative Questions and other annual inter-agency coordination meetings.

Contractual services

26C.63 Total estimated resources requested to carry out training activities in the 1996-1997 biennium are $10,123,200, reflecting an increase of $680,000. These resources would cover the following:

(a) Other specialized training. A provision of $1,070,900 is requested for training programmes in the areas of:

(i) Capacity-building in peace-keeping, peacemaking and humanitarian affairs. This programme includes a five-module seminar in conflict resolution, seminars on information gathering, workshops on intervention and mediation techniques, single and multi-party negotiations, arbitration skills, peace and development, ethnic conflict and international relations;

(ii) Training for General Service and related categories, including training in the fields of security, printing (special courses on such printing techniques as colour processing, design and other recent developments in the field), building services (planning, equipment and facilities management in large building installations in such areas as heating, ventilation and air conditioning technology), as well as a management skills programme similar in content to the one that is provided to managers in the Professional category but geared to maximize the participants' potential in a fast-paced, changing work environment;

(iii) Orientation activities;

(b) Information technology programme. Provision of $1,708,900 is proposed to carry out information technology training at all duty stations in order to deliver training in standard software to meet Organization-wide applications, to purchase application software and self-study tutorials and to provide regular specialized training to each department's computer systems support staff (systems analysts, LAN administrators, group liaison officers, word-processing focal points and departmental managers of information technology resources);

(c) Leadership, management and administration. A provision of $3,505,200 would be required to implement training programmes in leadership, management and administration. Costs cover trainer/consultant fees for programme delivery, travel of Training Service staff and consultants to offices away from Headquarters to deliver programmes, participant material costs and residential costs for participants in the senior management residential programmes. This amount also includes provisions for Performance Appraisal System training;

(d) Substantive knowledge and skills development. The amount of $1,590,400 relates to the participation of Professional staff in training programmes geared to upgrade their professional skills in the substantive areas. This amount will also include upgrading human resource development skills and skills in oversight, auditing and financial management;

(e) Full-time language teachers. The resources required ($1,876,600), after a reduction of $188,900, would cover the salaries of 18 full-time language teachers at Headquarters. The decrease relates to the abolition of two language teacher posts;

(f) Part-time language teachers. The resources requested ($371,200) relate to the remuneration of 15 part-time teachers at Headquarters.

General operating expenses

26C.64 The resources of $84,800, would provide for the Service's share of the port and disk charges in connection with the mainframe computer system ($3,600), hospitality ($3,100) and maintenance of existing office automation equipment ($78,100).

Supplies and materials

26C.65 Total requirements of $33,400 are proposed to cover supplies needed for the various training programmes.

Equipment

26C.66 Total requirements of $276,100 relate to training equipment ($126,300) and to the replacement of the existing office automation equipment ($149,800).

5. Medical and employee assistance

Table 26C.14 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	2 832.3	2 778.9	97.8	3.5	2 876.7	134.2	3 010.9
Other staff costs	94.8	222.4	16.8	7.5	239.2	11.0	250.2
Consultants and experts	27.0	—	—	—	—	—	—
Travel	10.3	11.9	—	—	11.9	0.5	12.4
General operating expenses	17.3	28.2	1.0	3.5	29.2	1.3	30.5
Supplies and materials	195.2	210.2	37.3	17.7	247.5	13.2	260.7
Equipment	65.9	35.4	11.9	33.6	47.3	2.1	49.4
Total	**3 242.8**	**3 287.0**	**164.8**	**5.0**	**3 451.8**	**162.3**	**3 614.1**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Source of funds	1996-1997 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
1 346.3	1 409.6	Administrative structures	1 480.0
		(ii) Extrabudgetary activities	
541.3	1 026.6	Peace-keeping operations	1 088.0
		(b) Substantive activities	
—	70.5	Secretariat News Trust Fund	—
4.0	4.0	Trust Fund for Staff Health Promotion	—
—	—	(c) Operational projects	—
1 891.6	**2 510.7**		**2 568.0**
5 134.4	**5 797.7**		**6 182.1**

Table 26C.15 **Post requirements**

Organizational unit: Medical and Employee Assistance Division

	Established posts		Temporary posts					
	Regular budget		Regular budget		Extrabudgetary resources		Total	
	1994-1995	1996-1997	1994-1995	1996-1997	1994-1995	1996-1997	1994-1995	1996-1997
Professional category and above								
USG	—	—	—	—	—	—	—	—
ASG	—	—	—	—	—	—	—	—
D-2	1	1	—	—	—	—	1	1
D-1	1	1	—	—	—	—	1	1
P-5	—	—	—	—	2	2	2	2
P-4/3	4	4	—	—	3	3	7	7
P-2/1	—	—	—	—	—	—	—	—
Total	**6**	**6**	**—**	**—**	**5**	**5**	**11**	**11**
General Service category								
Principal level	2	2	—	—	3	3	5	5
Other levels	13	14	—	—	10	10	23	24
Total	**15**	**16**	**—**	**—**	**13**	**13**	**28**	**29**
Grand total	**21**	**22**	**—**	**—**	**18***	**18***	**39**	**40**

* One P-5, one P-3, nine General Service (three Principal level and six Other level) posts in support of extrabudgetary administrative structures; and one P-5, one P-4, one P-3 and four General Service (Other level) posts financed by the support account for peace-keeping operations.

Subprogramme 5
Medical and employee assistance

26C.67 The Medical and Employee Assistance Division is responsible for the health, medical care and welfare of all staff members of the United Nations world wide, including peace-keeping missions, UNDP and UNICEF. The Medical Director plays a coordinating role for the entire United Nations common system in implementing staff welfare programmes and in resolving health care problems arising from the field, including health rating of duty stations for ICSC. During the biennium 1996-1997, the Medical Division will focus on implementing health promotion programmes, providing adequate pre- and post-mission examinations, decentralizing some medico-administrative functions and abolishing those that are redundant (such as mandatory medical clearances for extension and conversion of contracts).

26C.68 The general objectives of this subprogramme are to ensure that all staff members are fit to carry out their duties in order to achieve the goals of their respective organizations; to maintain health through regular medical examinations, consultations, appropriate laboratory and radiological investigations, briefings and proper immunizations of staff leaving for mission assignments; to ensure that staff have access to adequate medical care; to prevent potential problems in the area of occupational health; to promote health-enhancing programmes; and to continue to improve staff welfare, morale and productivity.

26C.69 During the biennium 1996-1997, the Medical and Employee Assistance Division will focus on reinstating periodic medical examinations at Headquarters, making post-mission exams mandatory and implementing health promotion programmes. Medical examinations will include screening for tropical diseases, specific health risks and early detection of certain cancerous conditions.

26C.70 With regard to field staff, field visits will continue to be made to ensure that staff members and their dependants have access to adequate medical care. This will be accomplished by assessing all available medical facilities, establishing new and/or strengthening existing United Nations dispensaries in hardship duty stations, streamlining medical evacuation procedures and resolving many medico-administrative issues. In 1993 and 1994, 16 duty stations were visited at the request of UNDP and UNICEF, and 11 duty stations were visited on behalf of the Department of Peace-keeping Operations.

26C.71 Priority will also be given to organizing and implementing health promotion programmes regularly. Every effort will be made to promote the better utilization of available health educational materials.

26C.72 In the area of staff counselling, policies and procedures will be established to provide an expanded employee assistance programme with a full range of in-house and well-established outside services for Headquarters and all major duty stations. Priority will be given to new services required for peace-keeping staff and their families and establishment of communication links with all duty stations and missions. Every effort will be made to ensure that the increasing volume and complexity of employee assistance needs will be addressed. Guidance will continue to be given to staff in such areas as schooling, after-school activities and educational events. To ensure the viability of the assistance procedures for alcohol/substance abuse, a joint staff-management approach will continue to be taken, with the help of recovering staff members. To help families cope with their handicapped dependants, an informal group (COPE) will continue to meet once a month.

Activities

Administrative support services

Human resources management

1. Medical services

(a) Most of the clinical and many of the medico-administrative activities will continue to be implemented, although there will be a shift in priorities in certain areas. Medical standards and policies will continue to be reviewed and used as guidelines for the medical services of the entire United Nations system, as well as for military medical units of peace-keeping operations and of troop-contributing countries. Medical care will continue to be provided at the medical services at the United Nations, UNDP and UNICEF, and equipment will be upgraded to keep abreast of changing medical technology. Technical support will be provided to 45 United Nations field dispensaries, all clinics

of the regional economic commissions and about 70 military medical units to ensure adequate care to all United Nations personnel, dependants, military observers, civilian police and United Nations troops. Medical clearances for recruitment and reassignment will continue to be provided to reduce potential problems of medical evacuation, compensation claims and disability benefits. Medical clearances for extensions of contract and their conversion to probationary status will be abolished, since they serve no medico-administrative purpose. The implementation of rules and regulations will be constantly monitored to promote the welfare of the staff and meet with the changing needs of the Organization;

(b) Health promotion programmes (smoking cessation, weight reduction, vision screening, pulmonary function tests, stress management), health education programmes (e.g. AIDS awareness) and staff benefit programmes (e.g. compatible working environment for handicapped staff members) will continue to be supported. To respond efficiently to the rapid changes in health situations world wide, special vaccines against hepatitis A and B and Japanese encephalitis have been incorporated in the existing schedule, and those against cholera and typhoid have been replaced by the latest versions. Malarial prophylaxis is continuously updated to confront the rapid development of resistant strains;

(c) In order to enhance further its efficiency and to distribute properly its medico-administrative workload, the Medical Service has been restructured. It has been divided into three medical support sections, which are responsible for the United Nations, peace-keeping operations and UNDP/UNICEF, respectively. Appropriate authority has been delegated to unit chiefs:

(i) Provision of clinical services (for Headquarters staff):

a. Full medical examinations (approximately 3,400 in New York annually);

b. Medical consultations by physicians, nurses and medical consultants (approximately 58,300 annually);

c. Immunizations and injections (approximately 7,200 annually) and electrocardiograms (approximately 2,500 annually);

d. Laboratory procedures done at Headquarters, including lung function tests and pap smears (approximately 164,500 annually);

e. Radiological procedures done at headquarters (approximately 3,000 annually) and review of x-ray films of field exams (approximately 13,000 annually);

f. Health promotion activities: work environment surveillance, vision screening and weight-reduction programme (approximately 600 annually);

(ii) Medico-administrative activities (Headquarters and the field):

a. Review of medical examination reports from examining physicians world wide (approximately 24,000 reports annually);

b. Processing of medical clearances for appointments, reviews of contractual status and pre-mission assignments (approximately 27,000 annually);

c. Processing of sick-leave cases (13,000 annually);

d. Determination of disability cases for pension purposes (approximately 350 per year) and of medical compensation cases (approximately 550 cases per year);

e. Determination of special dependency benefits and special education grants (350 annually);

(iii) Field-related activities (for field staff and dependants world wide):

a. Establishment, assessment and maintenance of 45 United Nations field dispensaries and medical clinics of regional economic commissions, including the appointment of dispensary physicians, nurses, laboratory technicians and the procurement of medical/laboratory supplies and equipment;

b. Classification of field duty stations (approximately 350 per year) in accordance with ICSC classifications;

c. Approval of medical evacuation of United Nations overseas staff and their dependants, peace-keeping staff, including military observers, civilian police and United Nations troops, staff and dependants of UNDP/UNFPA and UNICEF, and follow-up with hospitals and treating physicians, determination of the period for daily subsistence allowance payment, period of hospitalization and certification of medical bills (approximately 2,000 cases per year);

d. Appointment and yearly updating of the list of United Nations examining physicians world wide (650).

2. Employee assistance: services/outputs of the Staff Activities and Housing Unit

(a) Publishing of the *Secretariat News* (10-12 issues annually);

(b) Provision of housing assistance to staff from the Secretariat, UNDP, UNICEF and other international staff, including on lease reviews, lease terminations, security deposit refunds, tenant-landlord disputes and service difficulties (approximately 1,840 per year); handling of inquiries by volunteers (3,500 a year); and updating of the Manhattan hotel directory annually;

(c) Servicing by 50 volunteers of three service desks open to staff, delegations and missions. The Tour Desk organizes 35 to 40 tours (1,500 participants), coordinates hospitality events (800 participants a year) and sells reduced-price tickets for special shows (500 a year). The Information Desk distributes some 20,000 brochures on cultural events in the New York area; handles complimentary tickets for concerts, off-Broadway shows (12,000 a year) and discount tickets for movies (1,200 a year). The Travel Desk logs 1,200 consultations and distributes 2,200 maps and brochures annually.

3. Staff counselling

(a) Coordination of counselling for personal, financial, family, immigration, insurance, educational and legal matters, work-related difficulties, permission to work, advice on visas, substance abuse assistance, etc. (annually 2,750 counselling sessions, 6,800 responses to inquiries and 7,000 actions relating to specific services);

(b) Processing of Staff Benevolent Fund applications (about 400 annually); chairing and servicing of 80 meetings of the Staff Benevolent Fund Board;

(c) Organization of regular pre-retirement programmes (for 350 participants annually). Preparation and distribution of pre-retirement booklets (900 copies annually) Secretariat-wide;

(d) Provision of personal insurance assistance (about 400 consultations annually) for car, residence, medical coverage of visitors and household help;

(e) Provision of counselling on education, summer camps and related financial assistance (about 350 consultations annually);

(f) Conduct of induction briefings for new staff (about 15 briefings annually);

(g) Processing of requests for United Nations endorsement of visa applications by the Visa Committee (approximately 400 requests annually from the United Nations, UNDP and UNICEF) and provision of secretariat services for the Visa Committee (approximately 10 meetings annually);

(h) Coordination of pre- and post-mission psycho-social support services to staff leaving for peace-keeping missions from Headquarters.

Resource requirements (at current rates)

Posts

26C.73 Total requirements of $2,876,700, reflecting an increase of $97,800, relate to salaries and common staff costs of 22 posts (1 D-2, 1 D-1, 2 P-4, 2 P-3, 16 General Service (2 Principal level and 14 Other level)). The increase is the result of the redeployment of one General Service (Other level) post from the former Recruitment and Placement Division.

Other staff costs

26C.74 The resources requested ($239,200 including an increase of $16,800) would provide for: (a) general temporary assistance ($33,900) for the replacement of nurses, secretarial and clerical staff during periods of extended sick leave and maternity leave; (b) overtime ($34,300), at the maintenance base level, requested for peak periods of work; and (c) a provision of $83,300, reflecting an increase of $16,800, for fees of specialists, including a radiologist, a psychiatrist and an ophthalmologist, as well as for legal expertise to assist the Legal Office, at its request, in preparing the annual booklet on taxation of United Nations pensions and to make the presentation at the annual pre-retirement programme, and for the recurrent services of specialists to make presentations to groups of staff, to prepare specialized information booklets for staff and to provide timely advice and expertise on a variety of staff concerns; (d) staff welfare ($87,700).

Travel

26C.75 Resources of $11,900, at the maintenance level, would be required for the travel of the Medical Director.

General operating expenses

26C.76 A provision of $29,200 relates to the Division's share of the port and disk charges in connection with the mainframe computer system ($3,600), in addition to the maintenance and repair of sophisticated automated medical equipment acquired over the past two years ($25,600).

Supplies

26C.77 Total requirements of $247,500, including an increase of $37,300, would cover the cost of the acquisition of medical supplies, medication, laboratory supplies, X-ray films, nursing items, subscriptions, etc. The increase is required owing to the need to dispense/prescribe additional drugs, medicines and vaccines. In 1994, the vaccine against hepatitis A was included in the immunization schedule, and those for cholera and typhoid were changed to a newer version to cope with the needs and changes in health situations world wide. The cost of fully immunizing one staff member at present is about $200. This service has been extended for home leave travel of staff members and their recognized dependants. Furthermore, starting in 1995, mandatory post-mission medical examinations will be conducted. This is expected to increase the need for supplies.

Equipment

26C.78 A provision of $47,300, reflecting an increase of $11,900, relates to the purchase and replacement of medical equipment and computer hardware and software to be used for on-line computerized staff activities and housing listings.

United Nations A/50/6 (Sect. 26D)

General Assembly
Fiftieth session

2 May 1995

Proposed programme budget for the biennium 1996-1997*

Part VIII Common support services

Section 26D
Support services

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* The present document contains section 26D of the proposed programme budget for the biennium 1996-1997. The complete proposed programme budget will subsequently be issued in final printed form as *Official Records of the General Assembly, Fiftieth Session, Supplement No. 6* (A/50/6/Rev.1).

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Section 26D
Support services

Overview

26D.1 In resolution 13 (I) of 13 February 1946 on the organization of the Secretariat, the General Assembly resolved, *inter alia*, that the Secretary-General should take immediate steps to establish an administrative organization that would permit the effective discharge of his administrative and general responsibilities under the Charter of the United Nations and the efficient performance of those functions and services required to meet the needs of the organs of the United Nations. In the same resolution, Conference and General Services was designated as a principal unit of the Secretariat. Subsequently, the Office of General Services was established as a separate office, the responsibilities of which are detailed in the Organizational Manual (ST/SGB/Organization, section P (III), dated January 1974, as modified by ST/SGB/170 dated 29 December 1978, ST/SGB/Organization, sect. P(VI) of March 1976, as modified by ST/SGB/187 dated 26 February 1982, ST/SGB/185 dated 20 January 1982 and ST/SGB/191 dated 10 May 1992).

26D.2 By its decision 48/491 of 14 July 1994, the General Assembly approved the reorganization of the Department of Administration and Management. As part of the reorganization, the former Office of Conference Services and the Office of General Services were integrated into a single office, the Office of Conference and Support Services, headed by an Assistant Secretary-General, responsible, *inter alia*, for both services.

26D.3 In the biennium 1996-1997, major organizational changes will be made in the organizational structure of Support Services (formerly the Office of General Services). These changes will include the following:

(a) The functions of the Office of the Director and Deputy to the Assistant Secretary-General for Support Services will be absorbed within the Office of the Assistant Secretary-General for Conference and Support Services;

(b) The Buildings and Commercial Services Division will be separated into two Divisions:

(i) The Buildings and Commercial Services Division, consisting of two services, the Building Management Service, (which includes the functions of overseas property management and construction) and the Commercial Activities Service (which includes the Archives and Records Management Section);

(ii) The Procurement and Transportation Division composed of two services: Headquarters and Regional Offices Procurement and Transportation Service and Field Missions Procurement Service.

26D.4 The organizational structure of Support Services would be as follows:

(a) Security and Safety;

(b) Electronic Services Division:

(i) Telecommunications Service;

(ii) Technological Innovations Service;

(c) Buildings and Commercial Services Division:

(i) Buildings Management Service (which includes overseas property management and construction);

(ii) Commercial Activities Service (which includes the Archives and Records Management Section);

(d) Procurement and Transportation Division:

(i) Headquarters and Regional Offices Procurement and Transportation Service;

(ii) Field Missions Procurement Service.

26D.5 Programme 43, General Services, of the medium-term plan for the period 1992-1997, as revised, provides a general guide to the activities and strategies to be implemented by Support Services. The primary objective of the programme is to provide services (security and safety, electronic support, procurement, transportation and related services, facilities management, archives and records management) to support the substantive programmes of the Organization, including those relating to peace-keeping and humanitarian operations and conference and other common service programmes. Support Services is also responsible for all or part of the activities related to subprogrammes 1 (Sale of philatelic items), 2 (Gift items) and 3 (Sale of United Nations publications) of programme 44, Services to the public.

26D.6 Support Services is responsible for five subprogrammes under programme 43:

(a) The activities under subprogramme 1, Security and safety, are undertaken by the Security and Safety Service;

(b) The Electronic Services Division carries out the activities under subprogramme 2, Electronic support services;

(c) The Procurement and Transportation Division and the Building and Commercial Services Division would carry out the activities under subprogramme 4, Commercial, procurement and transportation services;

(d) The Building and Commercial Services Division also carries out the activities under subprogramme 5, Facilities management, maintenance and construction, designated by the General Assembly as high priority;

(e) It also carries out activities under subprogramme 6, Archives and records management.

Activities under programme 44, Services to the public, are undertaken by the Commercial Activities Service of the Building and Commercial Services Division.

26D.7 The majority of the activities under this programme are of a continuing nature and are contingent upon the level of activity of substantive and other common service programmes that they are designed to support. While there are changes to the volume of activity, they are difficult to predict. During the biennium 1996-1997, in the area of security and safety, Support Services will continue to pursue the organization-wide enhancement of security measures in view of the continuing threat of violence to the Organization. Electronic support services will continue to be geared toward the provision of a technological environment, including enhancement of the telecommunications infrastructure, with broad applicability to both substantive and administrative programmes. In the area of procurement and transportation, particularly in view of the dramatic expansion of peace-keeping and other field missions, emphasis will continue to be placed on the implementation of a responsive and coherent policy for procurement and transportation, at Headquarters, offices away from Headquarters, and peace-keeping and other field missions, to ensure that goods and services are acquired and delivered in an expeditious, timely and cost-effective manner. At the same time, revised procedures will strengthen a competitive, fair and transparent process. In connection with facilities management, emphasis will continue to be placed on implementation of the 12-year facilities management master plan, to prevent further deterioration in the building structures and to upgrade the electrical and mechanical systems. Further, efforts will be geared to providing for the space requirements of various departments as a result of the restructuring of the Organization. For archives and records management, further application of such new technologies as optical disk storage will be pursued to permit systematic, automated information storage and retrieval and to provide for the integration of archives and records management activities into an overall automated information system.

26D.8 The estimated percentage distribution of the total resources for Support Services for the biennium 1996-1997 under this section would be as follows:

		Regular budget	*Extra-budgetary*
		(percentage)	
A.	Executive direction and management	1.0	—
B.	Programme of work	99.0	100.0
	Total	**100.0**	**100.0**

26D.9 Within the programme of work, the estimated distribution of resources among the subprogrammes would be as indicated hereunder. However, the resource requirements for commercial activities appear under Income section 3, Services to the public; and capital requirements related to construction, alteration, improvements and major maintenance are covered under section 31, part XI, Capital expenditures.

		Regular budget	*Extra-budgetary*
		(percentage)	
Subprogramme 1.	Security and safety	11.9	5.3
Subprogramme 2.	Electronic support services	19.3	23.6
Subprogramme 4.	Commercial, procurement and transportation services	6.9	30.4
Subprogramme 5.	Facilities management, maintenance and construction*	60.2	40.7
Subprogramme 6.	Archives and records management	1.7	—
	Total	**100.0**	**100.0**

* High-priority designation.

Table 26D.1 **Summary of requirements by programme**
(Thousands of United States dollars)

(1) *Regular budget*

Programme	1992-1993 expenditures	1994-1995 appropriations	Resource growth: Amount	Resource growth: Percentage	Total before recosting	Recosting	1996-1997 estimates
A. Executive direction and management	1 445.0	1 077.3	945.8	87.7	2 023.1	107.6	2 130.7
B. Programme of work	190 477.9	216 751.8	(8 750.7)	(4.0)	208 001.1	10 059.3	218 060.4
Total	**191 922.9**	**217 829.1**	**(7 804.9)**	**(3.5)**	**210 024.2**	**10 166.9**	**220 191.1**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Source of funds	1996-1997 estimates
		(a) Services in support of:	
—	—	(i) United Nations organizations	—
6 658.8	6 698.7	Support to extrabudgetary administrative structures	6 888.1
		(ii) Extrabudgetary activities	
—	364.2	Support to extrabudgetary substantive activities	371.8
195.4	191.3	Trust Fund for German Language Translation	196.5
1 425.0	1 500.0	Technical cooperation reimbursement resources	1 500.0
7 783.4	16 371.5	Peace-keeping operations	14 870.8
—	—	(b) Substantive activities	—
—	—	(c) Operations projects	—
16 062.6	**25 125.7**		**23 827.2**
207 985.5	**242 954.8**		**244 018.3**

Table 26D.2 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	70 099.7	75 835.7	(2 334.1)	(3.0)	73 501.6	2 897.7	76 399.3
Other staff costs	7 111.1	7 585.2	(63.8)	(0.8)	7 521.4	365.4	7 886.8
Consultants and experts	—	—	259.3	—	259.3	12.5	271.8
Travel	275.0	278.8	(4.8)	(1.7)	274.0	12.6	286.6
Contractual services	7 252.3	10 070.7	(840.4)	(8.3)	9 230.3	607.4	9 837.7
General operating expenses	100 595.9	114 790.5	(3 027.5)	(2.6)	111 763.0	5 899.2	117 662.2
Supplies and materials	3 257.9	4 878.6	(1 154.8)	(23.6)	3 723.8	190.0	3 913.8
Furniture	1 682.4	1 515.9	(88.5)	(5.8)	1 427.4	69.4	1 496.8
Equipment	1 648.6	2 873.7	(550.3)	(19.1)	2 323.4	112.7	2 436.1
Total	**191 922.9**	**217 829.1**	**(7 804.9)**	**(3.5)**	**210 024.2**	**10 166.9**	**220 191.1**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Object of expenditure*	*1996-1997 estimates*
8 824.7	11 065.7	Posts	13 273.0
1 680.5	2 203.5	Other staff costs	612.9
5 151.0	10 938.3	General operating expenses	9 751.9
55.0	165.6	Supplies and materials	173.8
5.0	348.9	Furniture	—
346.4	403.7	Equipment	15.6
16 062.6	**25 125.7**		**23 827.2**
207 985.5	**242 954.8**		**244 018.3**

Table 26D.3 **Post requirements**

Support services

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
ASG	—	1	—	—	—	—	—	1
D-2	2	3	—	—	—	—	2	3
D-1	5	5	1	—	1	1	7	6
P-5	14	13	—	1	1	1	15	15
P-4/3	36	37	—	—	15	20	51	57
P-2/1	16	16	—	—	1	1	17	17
Total	**73**	**75**	**1**	**1**	**18**	**23**	**92**	**99**
General Service category								
Principal level	17	17	—	—	3	3	20	20
Other levels	251	249	1	1	58	63	310	313
Total	**268**	**266**	**1**	**1**	**61**	**66**	**330**	**333**
Other categories								
Security Services	176	176	—	—	10	10	186	186
Trades and crafts	147	123	—	—	4	4	151	127
Total	**323**	**299**	**—**	**—**	**14**	**14**	**337**	**313**
Grand total	**664**	**640**	**2**	**2**	**93[a]**	**103[b]**	**759**	**745**

[a] Includes 37 posts in support of peace-keeping operations (1 D-1, 1 P-5, 4 P-4, 8 P-3, 1 P-2 and 22 General Service (Other level) posts) and 56 posts in support of extrabudgetary administrative structures (1 P-4, 2 P-3, 36 General Service (Other level), 3 General Service (Principal level), 10 Security and Safety and 4 posts in the Trades and Crafts category).

[b] Includes 47 posts in support of peace-keeping operations (1 D-1, 1 P-5, 8 P-4, 9 P-3, 1 P-2 and 27 General Service (Other level) posts) and 56 posts in support of extrabudgetary administrative structures (1 P-4, 2 P-3, 36 General Service (Other level), 3 General Service (Principal level), 10 Security and Safety and 4 posts in the Trades and Crafts category).

A. Executive direction and management

Table 26D.4 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	1 076.2	686.4	951.1	138.5	1 637.5	89.2	1 726.7
Other staff costs	314.9	339.8	—	—	339.8	16.6	356.4
Travel	15.3	18.0	(6.9)	(38.3)	11.1	0.3	11.4
General operating expenses	33.5	33.1	1.6	4.8	34.7	1.5	36.2
Supplies and materials	5.1	—	—	—	—	—	—
Total	**1 445.0**	**1 077.3**	**945.8**	**87.7**	**2 023.1**	**107.6**	**2 130.7**

Table 26D.5 **Post requirements**

Executive direction and management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
ASG	—	1	—	—	—	—	—	1
D-1	—	1	—	—	—	—	—	1
P-5	1	1	—	—	—	—	1	1
P-4/3	1	2	—	—	—	—	1	2
Total	**2**	**5**	**—**	**—**	**—**	**—**	**2**	**5**
General Service category								
Principal level	—	—	—	—	—	—	—	—
Other levels	3	5	—	—	—	—	3	5
Total	**3**	**5**	**—**	**—**	**—**	**—**	**3**	**5**
Grand total	**5**	**10**	**—**	**—**	**—**	**—**	**5**	**10**

26D.10 The Office of the Assistant Secretary-General for Conference and Support Services provides overall direction, supervision, coordination and management for programmes of activity relating to conference services and support services, which together have over 2,100 staff members, the activities related to interorganization security coordination and the Integrated Management Information System (IMIS). Following the reorganization of the Department of Administration and Management in 1994 and the consolidation of the Offices of Conference and Support Services, the Assistant Secretary-General, as head of the Office, was assisted in his managerial responsibilities by two deputies at the Director level, each responsible for supervising the two large services on a day-to-day basis. However, beginning in the biennium 1996-1997, the functions and responsibilities of the Office of the Director for Support Services will be absorbed within the Office of the Assistant Secretary-General for Conference and Support Services. Consequently, the Office of the Assistant Secretary-General will also provide secretariat services to the Committee on Contracts and the Headquarters Property Survey Board. With the absorption of the Office of the Director for Support Services, the Security and Safety Service, Building and Commercial Services Division, Electronic Services Division and Procurement and Transportation Division will report directly to the Assistant Secretary-General.

26D.11 In view of the consolidation of conference and support services, and for practical reasons, all resource requirements for the Office of the Assistant Secretary-General have been reflected in this subsection of the proposed programme budget for the biennium 1996-1997. Requirements for conference services, including conference and library services in Geneva and Vienna, are included under section 26E of the proposed programme budget.

Resource requirements (at current rates)

Posts

26D.12 The resources requested ($1,637,500) reflect the consolidation of the five established posts (1 P-5, 1 P-3, 3 General Service (Other level)) from the former Office of the Director of Support Services as well as the redeployment of five posts (1 ASG, 1 D-1, 1 P-4 and 2 General Service (Other level)) from Conference Services to the Office of the Assistant Secretary-General. The staff resources reflect the overall supervisory and managerial requirements of the Assistant Secretary-General as well as the functional requirements of the former Office of the Director for Support Services which, as indicated above, will be subsumed by the Office of the Assistant Secretary-General.

Other staff costs

26D.13 Resources requested ($339,800), maintained at base level, relate to general temporary assistance ($332,200) to be used for maternity leave and sick leave replacements for Support Services as a whole and for Professional and General Service support during peak workload periods. In addition, an amount of $7,600 for overtime would provide for coverage during periods of peak workload in the Office of the Assistant Secretary-General.

Travel on official business

26D.14 The estimated requirements ($11,100), reflecting a decrease of $6,900, relate to the travel of the Assistant Secretary-General or his designated representatives to overseas offices in relation to common services matters.

General operating expenses

26D.15 The resources requested under general operating expenses ($34,700) relate to long-distance telephone calls ($24,700) and to official functions and other hospitality ($10,000) for Support Services.

B. Programme of work

Table 26D.6 **Summary of requirements by programme**
(Thousands of United States dollars)

(1) *Regular budget*

Programme	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
1. Security and safety	24 336.5	25 163.2	(445.0)	(1.7)	24 718.2	954.7	25 672.9
2. Electronic support services	38 607.8	43 642.1	(3 459.2)	(7.9)	40 182.9	1 940.6	42 123.5
4. Commercial, procurement and transportation services	13 520.0	15 144.3	(856.1)	(5.6)	14 288.2	610.3	14 898.5
5. Facilities management, maintenance and construction	110 627.7	129 428.6	(4 120.9)	(3.1)	125 307.7	6 402.4	131 710.1
6. Archives and records management	3 385.9	3 373.6	130.5	3.8	3 504.1	151.3	3 655.4
Total	**190 477.9**	**216 751.8**	**(8 750.7)**	**(4.0)**	**208 001.1**	**10 059.3**	**218 060.4**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Source of funds	1996-1997 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
6 658.8	6 698.7	Support to extrabudgetary administrative structures	6 888.1
		(ii) Extrabudgetary activities	
—	364.2	Support to extrabudgetary substantive activities	371.8
195.4	191.3	Trust fund for German Language Translation	196.5
1 425.0	1 500.0	Technical cooperation reimbursement resources	1 500.0
7 783.4	16 371.5	Peace-keeping operations	14 870.8
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
Total	**16 062.6**	**25 125.7**		**23 827.2**
Total (1) and (2)	**206 540.5**	**241 877.5**		**241 887.6**

1. Security and safety

Table 26D.7 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1992-1993 expenditures	1994-1995 appropriations	Resource growth		Total before recosting	Recosting	1996-1997 estimates
			Amount	Percentage			
Posts	19 912.3	20 302.5	—	—	20 302.5	740.5	21 043.0
Other staff costs	3 573.0	2 946.5	—	—	2 946.5	143.2	3 089.7
Travel	28.0	20.6	—	—	20.6	0.9	21.5
Contractual services	1.1	1.9	—	—	1.9	—	1.9
General operating expenses	688.1	1 686.4	(388.0)	(23.0)	1 298.4	63.0	1 361.4
Equipment	134.0	205.3	(57.0)	(27.7)	148.3	7.1	155.4
Total	**24 336.5**	**25 163.2**	**(445.0)**	**(1.7)**	**24 718.2**	**954.7**	**25 672.9**

(2) *Extrabudgetary resources*

1992-1993 expenditures	1994-1995 estimates	Source of funds	1996-1997 estimates
		(a) Services in support of:	
		(i) United Nations organizations	
1 418.9	1 212.0	Support to extrabudgetary administrative structures	1 266.0
—	—	(ii) Extrabudgetary activities	—
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
Total	**1 418.9**	**1 212.0**		**1 266.0**
Total (1) and (2)	**25 755.4**	**26 375.2**		**26 938.9**

Table 26D.8 **Post requirements**

Security and safety

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-1	1	1	—	—	—	—	1	1
P-5	1	1	—	—	—	—	1	1
P-4/3	1	1	—	—	—	—	1	1
Total	**3**	**3**	**—**	**—**	**—**	**—**	**3**	**3**
General Service category								
Principal level	1	1	—	—	—	—	1	1
Other levels	8	8	—	—	—	—	8	8
Total	**9**	**9**	**—**	**—**	**—**	**—**	**9**	**9**
Other categories								
Security Service	176	176	—	—	10	10	186	186
Total	**176**	**176**	**—**	**—**	**10**	**10**	**186**	**186**
Grand total	**188**	**188**	**—**	**—**	**10[a]**	**10[a]**	198	198

[a] Support of extrabudgetary administrative structures.

Overview

26D.16 Subprogramme 1, Security and safety, is carried out by the Security and Safety Service, which is responsible for the protection of persons and property at Headquarters. The Service controls access to the premises and patrols them, provides fire protection services and maintains an accident-prevention programme. During the biennium 1996-1997, efforts will continue to be made to provide a safe and secure environment in which the Organization can carry out its work efficiently. Activities will focus on the security and safety of visiting dignitaries, delegates, staff members and visitors to the United Nations, as well as on the property within the United Nations complex. Furthermore, to ensure that effective security measures are in effect at all United Nations premises, periodic inspections of offices away from Headquarters will continue, training programmes will be carried out for security officers at these other locations and the rotation of security staff between duty stations will be effected, as required.

26D.17 To provide a cohesive interrelationship between Headquarters, other United Nations offices and the regional commissions and to maintain an adequate level of highly trained officers who are versatile in security operations at various duty stations, the unified command structure that was initiated during the 1992-1993 biennium will continue through the medium-term plan period.

Activities

1. Security services

(a) *Services related to office and conference facilities.* Screenings of persons, vehicles and packages entering and leaving the premises; confiscation of outdated grounds passes; screening for concealed weapons with metal detectors; coverage at meetings, receptions and special events; conducting security training programmes; raising and lowering flags of States Members of the United Nations; and operation and maintenance of the electronic surveillance and closed-circuit television security systems at Headquarters and at the residence of the Secretary-General;

(b) *Services related to garage facilities.* Screening of persons in vehicles entering the United Nations complex, including delivery vehicles; spot-checking diplomatic and staff members' vehicles entering the garage; selling parking tickets, inspecting garage permits and recording overnight parking of delegation vehicles for payment purposes;

(c) *Special services.* Provision of protection detail for the Secretary-General and other dignitaries; conducting investigations relating to security matters; liaising with host country law enforcement agencies; and provision of back-up protection escorts for the Secretary-General;

(d) *Pass and identification services.* Operation and maintenance of the photo and identification badge system; issuance of identification cards and passes; and maintenance of related records;

(e) *Locksmith services.* Provision and maintenance of locking systems, including safes, for the entire United Nations Headquarters complex.

Significant performance indicators

	1990-1991 (actual)	*1992-1993 (actual)*	*1994-1995 (estimate based on 1994 actual)*	*1996-1997*
Number of meetings covered	2 121	2 601	2 716	2 750
Number of special events and assignments covered	782	1 161	578	800
Number of security-related investigations	1 398	1 608	1 688	1 700
Number of weapons detected	6 237	8 780	10 674	10 750
Number of locksmith work orders completed	51 086	61 735	64 928	65 000
Number of commercial delivery vehicles screened for access	61 152	59 680	81 400	81 500
Number of passenger vehicles screened for access	220 700	178 590	196 500	196 800
Number of VIP visits requiring security detail	580	1 182	1 712	1 532
Number of grounds passes issued	200 236	258 302	298 458	298 500
Number of outdated passes confiscated	6 286	6 969	6 129	6 250
Uniform personnel coverage of security posts/patrol coverage by work hours	380 832	380 832	381 502	381 502

2. *Safety services*

(a) Inspection of Headquarters premises, including elevators, escalators and machinery rooms, for safety and fire hazards; conducting safety training programmes for security officers, fire officials, industrial shop workers and guides; coordination of fire drills and safety engineering surveys; review of construction and alteration plans to ensure that safety and fire requirements are met; and drafting safety reports and recommendations. Furthermore, the following activities are undertaken: monitoring and inspection of fire and water alarms, practice evacuation of United Nations premises; issuance of safety equipment to staff and contractual workers; health inspection of kitchen facilities; and annual safety, sanitation/hygiene inspection of all food preparation, storage and serving areas;

(b) Inspection of areas during bomb threats; responding to all types of alarms and emergencies, such as fire suppression, opening stuck elevator doors and undertaking first aid; conducting fire watches during welding operations; investigation of motor vehicle accidents, compensation cases, accidents involving visitors and staff members, illnesses involving visitors and damage to personal and United Nations property.

Significant performance indicators

	1990-1991 (actual)	*1992-1993 (actual)*	*1994-1995 (estimate based on 1994 actual)*	*1996-1997*
Number of safety-related investigations	730	701	715	720
Number of responses to emergencies	904	939	900	915

Resource requirements (at current rates)

Posts

26D.18 The estimated resource requirements ($20,302,500) relate to the continuation of established posts (1 D-1, 1 P-5, 1 P-3, 1 General Service (Principal level), 8 General Service (Other level) and 176 Security Service) during the biennium 1996-1997.

Other staff costs

26D.19 Resource requirements ($2,946,500), maintained at base level, relate to general temporary assistance ($121,500) used to provide for the additional temporary requirements of the Security and Safety Service; and the overtime requirements ($2,825,000) of the Service.

Travel on official business

26D.20 The resources requested ($20,600), reflecting no growth, would provide for travel to evaluate security systems and structures, train personnel and standardize security at United Nations offices overseas; several trips to Washington, D.C., for coordination with the host Government on security matters; and a one-week trip within the United States for the annual conference of the international chiefs of police.

Contractual services

26D.21 The estimated requirements of $1,900, reflecting no growth, relate to the printing of various forms required for security and safety purposes.

General operating expenses

26D.22 The resources requested ($1,298,400), reflecting a negative growth of $388,000, would provide for supplies to maintain the United Nations Headquarters premises and miscellaneous maintenance services. The requirements are detailed as follows:

(a) *Supplies to maintain premises.* The resources requested ($1,209,300), reflecting a decrease of $320,900 based on a reassessment of requirements, would provide for the purchase, cleaning and pressing of uniforms and flags and the purchase of other security and safety supplies;

(b) *Miscellaneous maintenance service.* The estimate ($89,100), reflecting a decrease of $67,100 owing to the discontinuation of certain service contracts, relates to the maintenance of the fire and security protection systems throughout the Headquarters complex.

Equipment

26D.23 The estimated requirement ($148,300), reflecting a decrease of $57,000, would provide for the replacement of security and safety equipment, as well as the acquisition of additional equipment to improve and upgrade security and safety at the Headquarters complex.

2. Electronic support services

Table 26D.9 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	10 675.5	11 293.3	266.6	2.3	11 559.9	548.6	12 108.5
Other staff costs	1 303.1	2 496.0	—	—	2 496.0	121.1	2 617.1
Travel	162.8	122.2	(6.2)	(5.0)	116.0	5.6	121.6
Contractual services	604.3	847.6	(150.9)	(17.8)	696.7	33.9	730.6
General operating expenses	23 824.4	25 443.7	(2 790.9)	(10.9)	22 652.8	1 101.1	23 753.9
Supplies and materials	1 512.2	2 071.7	(330.7)	(15.9)	1 741.0	85.6	1 826.6
Equipment	525.5	1 367.6	(447.1)	(32.6)	920.5	44.7	965.2
Total	**38 607.8**	**43 642.1**	**(3 459.2)**	**(7.9)**	**40 182.9**	**1 940.6**	**42 123.5**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
2 143.6	2 205.9	Support to extrabudgetary administrative structures	2 262.2
		(ii) Extrabudgetary activities	
—	133.1	Support to extrabudgetary substantive activities	135.4
25.1	20.1	Trust Fund for German Language Translation	20.1
1 789.8	3 519.9	Peace-keeping operations	3 215.7
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
3 958.5	**5 879.0**		**5 633.4**
42 566.3	**49 521.1**		**47 756.9**

Table 26D.10 **Post requirements**

Electronic support services

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	—	1	—	—	—	—	—	1
D-1	2	2	—	—	—	—	2	2
P-5	5	5	—	—	—	—	5	5
P-4/3	14	14	—	—	2	2	16	16
P-2/1	8	8	—	—	1	1	9	9
Total	**29**	**30**	**—**	**—**	**3**	**3**	**32**	**33**
General Service category								
Principal level	9	9	—	—	2	2	11	11
Other levels	45	45	—	—	16	16	61	61
Total	**54**	**54**	**—**	**—**	**18**	**18**	**72**	**72**
Other categories								
Trades and crafts	4	4	—	—	—	—	4	4
Total	**4**	**4**	**—**	**—**	**—**	**—**	**4**	**4**
Grand total	**87**	**88**	**—**	**—**	**21***	**21***	**108**	**109**

* Includes 4 posts in support of peace-keeping operations (1 P-2 and 3 General Service (Other level) posts) and 17 posts in support of extrabudgetary administrative structures (1 P-4, 1 P-3, 13 General Service (Other level) and 2 General Service (Principal level) posts).

Overview

26D.24 Subprogramme 2, Electronic support services, is carried out by the Electronic Services Division. The Division is responsible for providing efficient, reliable and cost-effective computer and telecommunications operations and infrastructure to all offices in the Organization whose work programme requires computer support; assisting offices in the development of electronic applications necessary to fulfil their programme of activities; providing secretariat services to and advising the Technological Innovations Board on policies relating to electronic services; providing an efficient and reliable global electronic communications network for the United Nations and specialized agencies; and exploring new technologies and their applicability to the work of the Organization. In addition, the Division participates in the inter-agency programmes relating to electronic services, such as management and direction of the International Computing Centre (ICC); and representing the United Nations on the Information Systems Coordination Committee (ISCC) and meetings of the International Telecommunication Union (ITU) .

26D.25 During the biennium 1996-1997, emphasis will continue to be placed on the expansion of the technological innovations programme in order to facilitate the work of the Organization; and the upgrading of the telecommunications system capabilities such as the proposed satellite telecommunications network and electronic data transmission to permit faster response by the Organization to the needs of peace-keeping operations, human rights, humanitarian and economic and social activities.

26D.26 In a report to the Fifth Committee of the General Assembly at its forty-eighth session (A/C.5/48/11/Rev.1 and Corr.1), the Secretary-General put forward proposals to upgrade the United Nations satellite telecommunications network through the establishment of a backbone satellite network consisting initially of eight fixed Earth stations. By its resolution 48/262 of 14 July 1994, the General Assembly approved the European hub station and upgrade of the New York Earth station with only essential associated work,

within existing resources. Furthermore, the Secretary-General was requested to submit a progress report to the Assembly at its forty-ninth session, *inter alia*, setting out alternative ways of implementing the proposals. The progress report (A/C.5/49/26) included details on the status of the competitive bidding process for the procurement of the Earth stations and the siting and operation of the European hub station. It was noted that, with regard to alternative means of operating the network, detailed information would be included in the report of the Secretary-General to the General Assembly at its fiftieth session. Pending a final decision on this subject, the management and operation of the network will continue to be carried out by existing United Nations staff, augmented as necessary by individual service contracts and general temporary assistance from existing resources. These resources are covered under this programme of the proposed programme budget.

26D.27 In addition to the Office of the Director for Electronic Services, the Electronic Services Division consists of two services: (a) the Technological Innovations Service, which comprises: (i) the New York Computer Section, (ii) the Infrastructure and Applications Support Section and (iii) the IMIS Advanced Technical Support Section (formerly the Office Automation Section); and (b) the Telecommunications Service, which comprises: (i) the Network Engineering and Planning Section and (ii) the Telecommunications Operations Section.

Activities

1. Technological innovations

In the area of support for computer hardware and software platforms and development and support of computer applications for end-users: (a) expanding the current programme whereby microcomputers, capable of word- and data-processing functions, are installed in all offices whose work programme requires the service; (b) managing and operating local area networks (LANs) capable of communicating with larger processors and of performing such functions as electronic mail, word processing, desk-top publishing, database and numerical analysis; (c) providing assistance to substantive programmes in replacing technologically obsolete databases, so that access can be provided to a large number of users, including services to Member States; (d) advising and assisting end-user offices in the development of new applications in support of work programmes in substantive areas, such as economic and social development, political and humanitarian affairs and peace-keeping operations; (e) monitoring the data communications network as IMIS is implemented and as additional offices begin using network facilities; (f) reviewing and analysing technological trends and developments in the information processing field and evaluating their application to the work of the Organization, and recommending appropriate hardware and operating software standards; (g) providing secretariat services to the Working Group of the Technological Innovations Board; and (h) operating and maintaining facilities for the New York mainframe computer which operates on a 24-hour basis.

Significant performance indicators

	1990-1991 (actual)	1992-1993 (actual)	1994-1995 (estimate based on 1994 actual)	1996-1997
Mainframe:				
Computer use hours	18 356	21 892	19 309	19 852
Number of jobs	1 110 345	1 264 869	1 158 859	1 177 909
On-line connect hours	460 526	523 528	433 851	464 259
Others:				
Help desk calls	11 610	19 962	22 239	24 463
User request for installations[a]		6 838	7 430	8 173
Number of installations of various equipment (PC, etc.)[a]		10 020	11 610	12 771
Installations relating to LAN connectivity[a]		2 500	3 096	3 405
Number of PCs newly connected to LAN servers[a]		512	600	1 000
Number of new PC products (hardware/ software) evaluated[a]		150	200	300
Electronic mail/cc:mail registration:[a]				
Number of users at Headquarters and world wide	200	1 500	4 500	6 000

[a] Data not available for 1990-1991.

2. *Telecommunications*

In the area of telecommunications: (a) provide telephone messaging and facsimile service to the Secretariat, as well as cryptographic services, in particular to the Office of the Secretary-General and other highly sensitive political areas; (b) upgrade the Organization's telecommunications capabilities to provide wide area electronic communications services and network facilities at Headquarters, the other major duty stations, peace-keeping operations and specialized agencies; (c) formulate system-wide policies, standards and procedures relating to the design and operation of the United Nations telecommunications system; (d) represent the United Nations in meetings and conferences concerning all aspects of telecommunications; and (e) enhance the United Nations global satellite telecommunications network.

Significant performance indicators

	1990-1991 (actual)	1992-1993 (actual)	1994-1995 (estimate based on 1994 actual)	1996-1997
Messaging through Central Switch:				
Transmitted telex traffic in minutes	1 174 017	1 349 260	1 207 700	1 256 500
Transmitted cable traffic in words	6 185 174	2 904 484	3 095 400	2 972 800
Facsimile traffic in pages	793 998	1 464 900	3 220 100	4 100 000
Telephone:				
Number of operator-assisted calls	616 809	670 907	698 100	700 000
Number of internal calls within United Nations complex	6 386 850[a]	14 155 542	15 323 500	16 000 000
Number of local and long-distance calls	7 260 000[a]	17 114 890	20 131 100	22 144 200
Number of moves, adds and changes	8 522	15 739	25 000	26 000
Satellite/leased lines calls traffic in minutes	[b]	2 394 517	8 200 000	12 000 000

[a] Data for 1991 only.

[b] Data not available.

Resource requirements (at current rates)

Posts

26D.28 Under posts, the total requirements ($11,559,900), reflecting a growth of $266,600, relate to salaries and common staff costs in respect of the established posts indicated in table 26D.10. This takes into account the proposed redeployment of one D-2 post from subprogramme 5, Facilities, management, maintenance and construction, to this programme to restore the appropriate level of executive direction and management within the Electronic Services Division.

Other staff costs

26D.29 The estimate of requirements ($2,496,000), maintained at base level, relates to (a) general temporary assistance requirements for the Division ($599,800) pending the results of the evaluation of the viability of outsourcing the satellite telecommunications operation; (b) overtime ($700,300) for extended coverage of the New York Computer Centre, to provide essential communications services on a 7-day, 24-hour basis and for the overtime requirements of the Office of the Director; and (c) individual and institutional services contracts ($1,195,900) for highly specialized expertise required on a periodic basis for performance evaluation and tuning of the mainframe computer and client server computer systems, technical services not available in-house for the evaluation of special projects related to technological innovations and telecommunications and for the data-conversion and data-cleansing requirements of the Secretariat, which since the 1988-1989 biennium have been assigned to an outside contractor.

Travel on official business

26D.30 The estimated requirements ($116,000), reflecting a decrease of $6,200, would provide for the travel of telecommunications technicians ($60,000) on political and peace-making missions to install and operate crypto-facsimile and satellite equipment; the Director ($7,000) to represent the United Nations at meetings of the Management Committee of ICC and ISCC; travel to overseas offices ($29,000) to assist in developing and improving applications and assist in the acquisition, installation and use of telecommunications equipment such as telephone switches, LAN cabling, wide area network; and travel ($20,000) to four meetings of the Inter-agency Telecommunications Coordinating Committee to plan and design a system to meet the collective needs of the organizations, specifically the satellite thick route backbone network for locations with multiple United Nations and specialized agency offices and the satellite thin route network for remote locations requiring limited connectivity.

Contractual services

26D.31 Under contractual services, the estimated requirements in the amount of $696,700 reflect a decrease of $150,900. The resources would provide for the acquisition and rental of proprietary software ($350,000); the acquisition, installation and rental of specialized databases for direct user access, including access to external databases of relevance to departments and offices ($100,000); systems design and development related to technological innovations ($236,900); and the cost of printing forms related to communications ($9,800).

General operating expenses

26D.32 The resources requested ($22,652,800), reflecting a decrease of $2,790,900, relate to the following expenditures: rental and maintenance of equipment and furniture ($9,496,800), and communications ($13,156,000).

26D.33 Under rental and maintenance of equipment and furniture, the estimate of $9,496,800 may be broken down as follows:

(a) $1,864,500, at base level, for the rental and maintenance of photocopy machines at Headquarters;

(b) $6,965,900, reflecting a decrease of $195,300, for the specific requirements of the New York Computer Section to cover the cost of rental and maintenance of the mainframe computer ($6,476,364); rental and maintenance of peripheral electronic data-processing devices connected to the mainframe ($3,600) and the telecommunications links ($485,936) to the United Nations global network of data-processing equipment;

(c) $636,300 to cover the share of Support Services for the cost of outsourcing the maintenance of United Nations-owned microcomputer equipment, reflecting a decrease of $805,900 based on a reassessment of requirements;

(d) $30,100, maintained at base level, for the maintenance and repair of high-speed printers, typewriters and calculators.

26D.34 The estimates under communications ($13,156,000), reflecting a decrease of $1,610,500, may be broken down as follows:

(a) An amount of $2,444,800, maintained at base level, is requested for cable, telex and facsimile charges;

(b) The resources requested for rental of alternate voice/data (AVD) circuits at the maintenance level ($3,262,200) relate to the rental and maintenance costs of the two-way leased communications links between New York and the United Nations overseas offices;

(c) The estimate of resources requested for the computerized message-switching system ($683,900), reflecting no growth, relates, *inter alia*, to the operation and maintenance of the computerized message switches located in New York and Geneva;

(d) An amount of $4,730,000, reflecting a decrease of $1,610,500 based on expenditure experience, would provide for the operation and maintenance of the private automatic branch exchange (PABX) telephone switch, including capacity upgrades on the switch to accommodate growth requirements, application software upgrades to conform with Federal Communications Commission (FCC) regulations, rental of digital trunk lines for local communications and rental of fibre optic trunks for LAN-to-LAN communications at the Headquarters complex;

(e) The resources requested for local telephone messages and installations ($2,035,100), at the maintenance level, would provide for additional message units for local calls, based on 1994 data ($1,457,200); and for technician wage costs in connection with additions, moves and changes of telephone instruments and station wire ($577,900).

Supplies and materials

26D.35 The estimated resources requested ($1,741,000), reflecting a decrease of $330,700, would cover the cost of data-processing supplies such as magnetic tapes, diskettes, print cartridges, data-processing forms; photocopy supplies and paper, including those used for facsimile machines and computer printers; and the cost of supplies and maintenance parts in support of telecommunications activities, such as multiplexers, modems, antennas, uninterruptable power supplies (UPS) and micro-switches.

Equipment

26D.36 The estimates ($920,500), reflecting a decrease of $447,100, would provide for the acquisition and replacement of high-speed printers and scanners ($163,300); the replacement of office automation equipment within Support Services ($495,800); acquisition of communications/encryption equipment ($46,500); and a one-time provision ($214,900) to cover the cost of the acquisition of a central point for wide area network management and monitoring.

4. Commercial, procurement and transportation services

Table 26D.11 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	10 276.5	11 268.1	(213.0)	(1.8)	11 055.1	449.7	11 504.8
Other staff costs	206.7	160.9	44.1	27.4	205.0	10.1	215.1
Consultants and experts	—	—	136.9	—	136.9	6.5	143.4
Travel	17.0	6.4	8.3	129.6	14.7	0.8	15.5
Contractual services	426.6	120.6	—	—	120.6	6.0	126.6
General operating expenses	736.8	888.7	(211.0)	(23.7)	677.7	32.7	710.4
Supplies and materials	1 506.0	2 401.2	(722.5)	(30.0)	1 678.7	85.1	1 763.8
Equipment	350.4	298.4	101.1	33.8	399.5	19.4	418.9
Total	**13 520.0**	**15 144.3**	**(856.1)**	**(5.6)**	**14 288.2**	**610.3**	**14 898.5**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
999.6	1 005.9	Support to extrabudgetary administrative structures	1 017.5
		(ii) Extrabudgetary activities	
—	7.6	Support to extrabudgetary substantive activities	7.8
9.5	13.7	Trust Fund for German Language Translation	14.4
2 877.1	5 773.8	Peace-keeping operations	6 187.4
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
3 886.2	**6 801.0**		**7 227.1**
17 406.2	**21 945.3**		**22 125.6**

Table 26D.12 **Post requirements**

Procurement and transportation

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	—	1	—	—	—	—	—	1
D-1	1	—	—	—	1	1	2	1
P-5	4	3	—	—	1	1	5	4
P-4/3	8	8	—	—	12	17	20	25
P-2/1	4	4	—	—	—	—	4	4
Total	**17**	**16**	**—**	**—**	**14**	**19**	**31**	**35**
General Service category								
Principal level	2	2	—	—	—	—	2	2
Other levels	53	53	—	—	21	24	74	77
Total	**55**	**55**	**—**	**—**	**21**	**24**	**76**	**79**
Other categories								
Trades and crafts	24	24	—	—	4	4	28	28
Total	**24**	**24**	**—**	**—**	**4**	**4**	**28**	**28**
Grand total	**96**	**95**	**—**	**—**	**39[a]**	**47[b]**	**135**	**142**

[a] Includes 30 posts in support of peace-keeping operations (1 D-1, 1 P-5, 4 P-4, 8 P-3 and 16 General Service (Other level) posts) and 9 posts in support of extrabudgetary administrative structures (5 General Service (Other level) and 4 posts in the Trades and Crafts category).

[b] Includes 38 posts in support of peace-keeping operations (1 D-1, 1 P-5, 8 P-4, 9 P-3 and 19 General Service (Other level) posts) and 9 posts in support of extrabudgetary administrative structures (5 General Service (Other level) and 4 posts in the Trades and Crafts category).

Overview

26D.37 The activities of subprogramme 4, Commercial, procurement and transportation services, would be carried out by the Procurement and Transportation Division; and the Commercial Activities Service of the Buildings and Commercial Services Division. The Commercial Activities Service oversees the catering operations, newsstand, Gift Centre and sale of United Nations philatelic items and publications, the resource requirements and activities of which are budgeted under income section 3, Services to the public.

26D.38 The Procurement and Transportation Division would be created from the former Purchase and Transportation Service, and incorporate the Headquarters and Regional Offices Procurement and Transportation Service and the Field Missions Procurement Service. The Headquarters and Regional Offices Procurement and Transportation Service would be responsible for procurement services for Headquarters, regional commissions, special commissions, information centres, specialized agencies, short-term missions and conferences. The Field Missions Procurement Service would be responsible for procurement services for peace-keeping and other field missions.

26D.39 During the biennium, emphasis will be placed on the efficient, effective and economical administration of procurement, transportation activities and related support services for Headquarters, overseas offices and peace-keeping and other field missions. Furthermore, efforts will be made to implement a responsive and coherent policy for procurement and transportation, with established lines of responsibility and accountability to ensure that goods and services are obtained and delivered in a timely and cost-effective manner.

Activities

1. Procurement services

Activities include the negotiation, preparation and administration of contracts for the procurement of supplies, equipment, contractual services (including sea and air movements of goods and troops), external printing and binding services; presentation of cases to the Headquarters Committee on Contracts; development and maintenance of computerized rosters of vendors and completed purchase orders; processing and expediting acquisitions, bids, purchase orders and invoices; and administration of the automated procurement system.

Significant performance indicators

	1990-1991 (actual)	*1992-1993 (actual)*	*1994-1995 (estimate based on 1994 actual)*	*1996-1997*
Number of contract negotiations	447	818	700	700
Number of purchase orders processed	11 612	11 431	10 100	11 500
Number of cases presented to the Headquarters Committee on Contracts	846	1 345	1 780	2 000

2. Transportation services

(a) *Travel operations.* Processing of laissez-passer and visa applications, customs clearances and travel transactions for staff members of the United Nations and specialized agencies and delegates attending sessions of the General Assembly;

(b) *Traffic operations.* Arrangement of incoming and outgoing shipments of household goods and personal effects for offices at Headquarters and overseas and staff members of the United Nations and specialized agencies; monitoring of shipments by forwarders; customs clearances; filing and settlement of insurance claims; provision of stores and control services for expendable supplies for United Nations Headquarters and overseas offices; preparation of receiving and inspection reports; management and operation of official vehicles at Headquarters; and provision of local transportation of mail and pouch items between the various locations of the United Nations Secretariat and other United Nations bodies in New York City.

Significant performance indicators

	1990-1991 (actual)	*1992-1993 (actual)*	*1994-1995 (estimate based on 1994 actual)*	*1996-1997*
Number of travel transactions processed	93 137	99 099	110 000	120 000
Number of incoming and outgoing shipments	28 552	33 318	24 500	28 000

Resource requirements (at current rates)

Posts

26D.40 An amount of $11,055,100 would be required for the established posts indicated in table 26D.12. This reflects the proposed reclassification of a D-1 level post to D-2 in order to provide the appropriate level of executive direction and management within the Division as well as the proposed redeployment of a P-5 level post to the Office of the Director for Conference Services in connection with the consolidation of planning and coordination functions in that Office.

Other staff costs

26D.41 Resources requested ($205,000) include an amount of $48,300 for general temporary assistance to assist in the revision of the outdated procurement manual; and overtime ($156,700) to cover the requirements of the Division during peak workload periods.

Consultants and experts

26D.42 A one-time provision ($136,900) is requested to provide for expert services related to the monitoring and evaluation of current travel- and transport-related contracts; and the establishment of a system of vendor screening and performance rating.

Travel on official business

26D.43 The resources requested ($14,700) would provide for two trips, one to Europe and the other to South America, for inter-agency consultations on improved coordination in procurement activities ($6,400); and to Geneva and Vienna for consultations on procedures and entitlements for transportation of household goods and personal effects ($8,300).

Contractual services

26D.44 The estimates ($120,600), maintained at base level, relate to external printing of forms for the Division (travel authorizations, visa and processing forms, laissez-passers, etc.).

General operating expenses

26D.45 Resources requested under general operating expenses ($677,700), reflecting a decrease of $211,000, relate to the maintenance and repair of all United Nations vehicles, including tractors and power jacks ($100,000); rental and maintenance of peripheral electronic data-processing devices connected to the mainframe computer, as well as the rental and maintenance of additional equipment required to integrate the automated procurement system "REALITY" with IMIS ($129,000); local transportation ($30,000), which is required in connection with obtaining visas for official travel, rental of vehicles and limousines to accommodate visiting dignitaries, and courier services, when required, to meet peak workloads; and maintenance and repair of miscellaneous equipment such as shredders, cheque signers, microfiche readers and time-recording machines ($24,600). Provision is also made under this heading for freight and related costs ($350,000) and for a variety of expenditures ($44,100), including business research expenses, incurred by the Division.

Supplies and materials

26D.46 The estimates ($1,678,700), reflecting a decrease of $722,500, relate to the cost of purchasing air mail letterhead stationery ($50,000); other expendable standard office supplies for the offices at Headquarters ($1,400,000), such as typing/writing paper, messenger and postal mail envelopes, file folders and binders, teletype paper, word-processing supplies and other miscellaneous office supplies; and the cost of miscellaneous items such as typing elements, battery packs and conference room supplies ($228,700).

Equipment

26D.47 Under equipment, $399,500 would be required for the replacement of transportation equipment under the normal replacement programme, which is based on the age, mileage and the repair history of the vehicles ($240,700); and a provision of $158,800 for the acquisition of office automation equipment linking to an optical disk system to archive all procurement contracts and purchase orders issued by the Procurement and Transportation Division, as well as servers to enable the full implementation of the automated procurement system under IMIS.

5. Facilities management, maintenance and construction

Table 26D.13 **Summary by object of expenditure**
(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	24 802.7	29 013.7	(2 947.6)	(10.1)	26 066.1	948.6	27 014.7
Other staff costs	1 713.1	1 642.0	(134.0)	(8.1)	1 508.0	73.2	1 581.2
Travel	43.9	94.5	—	—	94.5	4.2	98.7
Contractual services	6 210.8	9 100.6	(1 092.0)	(11.9)	8 008.6	548.1	8 556.7
General operating expenses	75 306.9	86 738.6	360.8	0.4	87 099.4	4 700.9	91 800.3
Supplies and materials	229.2	367.6	(70.5)	(19.1)	297.1	18.9	316.0
Furniture	1 682.4	1 515.9	(88.5)	(5.8)	1 427.4	69.4	1 496.8
Equipment	638.7	955.7	(149.1)	(15.6)	806.6	39.1	845.7
Total	**110 627.7**	**129 428.6**	**(4 120.9)**	**(3.1)**	**125 307.7**	**6 402.4**	**131 710.1**

(2) *Extrabudgetary resources*

1992-1993 expenditures	*1994-1995 estimates*	*Source of funds*	*1996-1997 estimates*
		(a) Services in support of:	
		(i) United Nations organizations	
2 096.7	2 274.9	Support to extrabudgetary administrative structures	2 342.4
		(ii) Extrabudgetary activities	
—	223.5	Support to extrabudgetary substantive activities	228.6
160.8	157.5	Trust Fund for German Language Translation	162.0
1 425.0	1 500.0	Technical cooperation reimbursement resources	1 500.0
3 116.5	7 077.8	Peace-keeping operations	5 467.7
—	—	(b) Substantive activities	—
—	—	(c) Operational projects	—
6 799.0	**11 233.7**		**9 700.7**
117 426.7	**140 662.3**		**141 410.8**

Table 26D.14 **Post requirements**

Facilities management, maintenance and construction

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
D-2	2	1	—	—	—	—	2	1
D-1	1	1	1	—	—	—	2	1
P-5	2	2	—	1	—	—	2	3
P-4/3	8	8	—	—	1	1	9	9
P-2/1	4	4	—	—	—	—	4	4
Total	**17**	**16**	**1**	**1**	**1**	**1**	**19**	**18**
General Service category								
Principal level	5	5	—	—	1	1	6	6
Other levels	118	118	1	1	21	23	140	142
Total	**123**	**123**	**1**	**1**	**22**	**24**	**146**	**148**
Other categories								
Trades and crafts	119	95	—	—	—	—	119	95
Total	**119**	**95**	**—**	**—**	**—**	**—**	**119**	**95**
Grand total	**259**	**234**	**2**	**2**	**23[a]**	**25[b]**	**284**	**261**

[a] Includes 3 General Service (Other level) posts in support of peace-keeping operations and 20 posts in support of extrabudgetary administrative structures (1 P-3, 18 General Service (Other level) and 1 General Service (Principal level) posts).

[b] Includes 5 General Service (Other level) posts in support of peace-keeping operations and 20 posts in support of extrabudgetary administrative structures (1 P-3, 18 General Service (Other level) and 1 General Service (Principal level) posts).

Overview

26D.48 At Headquarters, subprogramme 5, Facilities management, maintenance and construction, is carried out by the Building Management Service, which includes the overseas property management and construction function. While staff and related costs are reflected under this section of the proposed programme budget, a significant portion of the resource requirements under the subprogramme, namely those relating to capital expenditures, are requested under section 31, Construction, alteration, improvement and major maintenance.

26D.49 On the global programme of facilities management, maintenance and construction, the Building Management Service provides overall guidance to the organizational units of offices away from Headquarters and the regional commissions, which carry out the activities under the subprogramme, to ensure a coordinated and systematic approach to the common problems related to facilities management, major maintenance and construction. The Service also assists in establishing controls and project management criteria for all overseas construction projects; and provides assistance and expertise in developing guidelines for the planning, management and operation of all existing facilities of the Organization.

26D.50 At Headquarters, the Building Management Service is also responsible for mail operations, the activities of which are included under this subprogramme, and the activities relating to the garage operations, the resources of which are budgeted under Income section 3.

26D.51 During the biennium 1996-1997, efforts will continue to be directed towards the effective and efficient management, maintenance and operation of existing physical facilities, including office and conference facilities and support services necessary for the Organization to carry out its work; and planning,

especially at offices away from Headquarters, of new facilities and technical installations required for intergovernmental and inter-agency meetings and conferences and other mandated activities of the Organization.

Activities

1. Global programme

Assistance in the development of guidelines and criteria for implementation of an integrated and coordinated management policy for the principal properties and facilities of the Organization; assistance in the establishment of improved administrative and technical databases for the implementation of an efficient and effective facilities management policy; provision of guidelines on space standards and master development plans at various locations.

Headquarters

(a) Maintenance and operations services, which include provision of heating, ventilation and air-conditioning services, plumbing services, carpentry/upholstery/ carpet services and painting and general maintenance services; and supervision on a continuous basis of electrical maintenance through contractual arrangements and electrical construction work, as required, throughout the Headquarters complex;

(b) Planning and design services, which include architectural and engineering services related to design and supervision of alterations and improvements, major maintenance and electrical construction projects for Headquarters buildings. Rental services involving provision for office and storage space in rented premises; property management for non-expendable equipment;

(c) Information and reception services, which include provision of information and reception services to delegates, staff and visitors in the delegates' lounge and lobbies at Headquarters; handling telephone requests for information by the public, diplomatic mission personnel and staff;

(d) Mail operations services, which include providing efficient, reliable, cost-effective means of transmitting official correspondence and material through the world-wide pouch and postal service and the messenger service within the Headquarters complex;

(e) Broadcast and conference engineering services, involving operation and maintenance of the electronic conference facilities and provision of technical services for the Department of Public Information.

Significant performance indicators

	1990-1991 (actual)	1992-1993 (actual)	1994-1995 (estimate based on 1994 actual)	1996-1997
Facilities management and maintenance:				
Number of evening meetings	810	827	1 226	1 000
Number of Security Council meetings	149	171	822[a]	800[a]
Number of work orders completed	29 864	56 890	59 749	60 000
Number of alteration and improvement projects to be implemented	22	23	24	15
Number of major maintenance projects to be supervised	29	27	27	25
Number of electrical construction projects to be implemented	102	135	222	160
Number of requisitions for non-expendable equipment processed	1 354	2 300	2 269	2 115
Mail operations:				
Number of incoming/outgoing pouch bags	179 032	204 443	226 837	210 000
Estimated weight of incoming and outgoing pouch (in lbs)	4 728 377	5 459 212	6 368 140	5 700 000
Number of pieces of incoming mail sorted	9 498 411	19 181 580	22 700 448	23 500 000
Number of outgoing postal mail dispatched	4 305 220	4 398 235	3 875 561	4 200 000
Number of incoming communications opened and processed	283 624	463 579	381 644	400 000
Number of pieces delivered/collected	23 500 000	24 000 000	29 180 000	20 050 000
Number of special messenger deliveries	279 215	397 922	391 309	350 000

[a] Since 1994 informal consultations of the Security Council, which normally account for approximately 60 per cent of all Security Council meetings, are included in the totals.

Resource requirements (at current rates)

Posts

26D.52 The total estimated requirements ($26,066,100) relate to the salaries and common staff costs of both the established and the temporary posts indicated in table 26D.14 above and reflect the redeployment of one D-2 level post from the subprogramme to subprogramme 2, Electronic support services; abolition of 24 Trades and Crafts category posts and the downward reclassification of one temporary D-1 level post to the P-5 level.

Other staff costs

26D.53 The resources requested ($1,508,000) would provide for the cost of emergency repairs and maintenance work that, by its nature, must be carried out after working hours, as well as essential communications services during peak workload periods. The amount of $117,000 previously requested under this heading for general temporary assistance for gardening staff during the growing season is now being requested under general operating expenses to reflect more accurately the contractual nature of the function.

Travel on official business

26D.54 A continuing provision at the resource base level ($94,500) is requested for the review of the facilities management and major maintenance programmes at various duty stations and regional commissions.

2. *Contractual services*

26D.55 The resources requested ($8,008,600), reflecting a decrease of $1,092,000, would cover the cost of external printing ($8,500) of forms related to buildings management and mail operations; and contractual services required for conference engineering ($8,000,100). In connection with the requirements for conference engineering, the resources requested reflect the actual cost of wages of contractual staff and the level of service experienced during 1994.

General operating expenses

26D.56 The resource requirements ($87,099,400), reflecting a growth of $360,800, may be broken down as follows:

(a) Rental and maintenance of premises ($61,296,400):

(i) Rental of premises ($29,571,200), reflecting a decrease of $2,539,100, would provide for the rental of the space at One and Two United Nations Plaza, the Park Avenue archives area and the John F. Kennedy diplomatic pouch office. The decrease reflects a reassessment of requirements ($1,939,100) as well as an accounting adjustment to transfer electricity charges to utilities ($600,000);

(ii) The resource requirements under minor alterations to premises ($3,648,700) would provide for the procurement of movable office partitions and electrical construction costs in connection with office alteration work. The resource growth of $2,230,800 would provide for general construction service contracts as a result of the outsourcing of maintenance programmes affecting office space reconfigurations ($775,900); and the reconfiguration of approximately three floors of One United Nations Plaza ($1,454,900), a multiyear project involving 21 floors at One United Nations Plaza (3 floors per year) which started in the 1994-1995 biennium;

(iii) Supplies for maintenance of premises ($1,590,700), which reflects a decrease of $743,000 based on past expenditures, relate to maintenance of the Headquarters buildings;

(iv) The estimate of requirements for miscellaneous maintenance services ($4,555,800) would provide for the cost of maintenance of rented premises, carpet cleaning, refuse removal, replacement of air filters in the heating and air-conditioning plant and exterminating services. The resource growth of $933,300 reflects the maintenance needs of the United Nations Institute for Training and Research (UNITAR) building ($425,600); the requirements directly related to the proposed outsourcing of maintenance contracts for moving services ($390,700); and contractual gardeners during the growing season ($117,000), which was formerly requested as general temporary assistance;

(v) Electrical maintenance services ($5,923,200) are provided on a contractual basis. The estimate, reflecting no growth, is based on past expenditures for wages and benefits, in accordance with the existing contract;

(vi) Elevator operation and maintenance ($2,978,800) is provided on a contractual basis. It reflects a decrease of $164,800 based on past expenditures for wages and benefits;

(vii) Cleaning services ($13,028,000) are provided on a contractual basis. The estimate, which provides for no growth, is based on past expenditures;

(b) Utilities ($21,479,600) may be broken down into electricity ($10,741,100); steam ($9,930,700); water ($777,500); and other utilities to cover the cost of gas used for cooking ($30,300). The resource growth of $2,045,000 reflects the accounting adjustment of electricity charges at One United Nations Plaza, previously considered under rental of premises ($600,000), and the increased overall level of consumption of water, electricity and steam in relation to Headquarters, UNITAR and the United Nations Development Corporation buildings ($1,445,000);

(c) The estimated resources requested for rental and maintenance of furniture and equipment ($123,400), reflecting a decrease of $97,700, would provide for maintenance of dictaphone machines;

(d) The estimates for communications ($4,200,000), reflecting a decrease of $1,303,700 based on a reassessment of requirements, relate to postage ($2,200,000), and pouches ($2,000,000).

Supplies and materials

26D.57 The resources requested ($297,100) would provide for recording equipment supplies ($59,800) and telecommunications equipment supplies ($237,300).

Furniture

26D.58 Estimated resources ($1,427,400), reflecting a decrease of $88,500, relate to the acquisition and replacement of furniture for all offices based at Headquarters. The acquisition programme covers new items required for staff, such as shelves, tables, file cabinets and chairs and ergonometric furniture associated with visual display units. The replacement programme covers items that are no longer serviceable and is strictly limited to the cost of replacing deteriorated furniture that cannot be repaired owing to the unavailability of spare parts or where repair is uneconomical.

Equipment

26D.59 The resources requested ($806,600) would provide for the replacement of dictaphones and transcribers, conference-servicing equipment and recording equipment ($458,200); and the cost of normal replacement of building maintenance, gardening and catering equipment ($348,400).

6. Archives and records management

Table 26D.15 **Summary by object of expenditure**
(Thousands of United States dollars)

Object of expenditure	*1992-1993 expenditures*	*1994-1995 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*1996-1997 estimates*
			Amount	*Percentage*			
Posts	3 356.5	3 271.7	(391.2)	(11.9)	2 880.5	121.1	3 001.6
Other staff costs	0.3	—	26.1	—	26.1	1.2	27.3
Consultants and experts	—	—	122.4	—	122.4	6.0	128.4
Travel	8.0	17.1	—	—	17.1	0.8	17.9
Contractual services	9.5	—	402.5	—	402.5	19.4	421.9
General operating expenses	6.2	—	—	—	—	—	—
Supplies and materials	5.4	38.1	(31.1)	(81.6)	7.0	0.4	7.4
Equipment	—	46.7	1.8	3.8	48.5	2.4	50.9
Total	**3 385.9**	**3 373.6**	**130.5**	**3.8**	**3 504.1**	**151.3**	**3 655.4**

Table 26D.16 **Post requirements**

Archives and records management

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1994-1995	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*	*1994-1995*	*1996-1997*
Professional category and above								
P-5	1	1	—	—	—	—	1	1
P-4/3	4	4	—	—	—	—	4	4
Total	**5**	**5**	**—**	**—**	**—**	**—**	**5**	**5**
General Service category								
Other levels	24	20	—	—	—	—	24	20
Total	**24**	**20**	**—**	**—**	**—**	**—**	**24**	**20**
Grand total	**29**	**25**	**—**	**—**	**—**	**—**	**29**	**25**

Overview

26D.60 Subprogramme 6, Archives and records management, is carried out by the Archives and Records Management Section of the Buildings and Commercial Services Division. This Section provides guidance to offices in the Secretariat on the management of paper-based and electronic records, preserving and servicing archival records; and integrating archives and records management into an automated United Nations information system.

26D.61 During the biennium 1996-1997, in addition to the ongoing responsibilities associated with preserving and servicing archival records, emphasis will be on the efficient management of electronic records in order to improve the information retrieval system and protect the institutional memory of the Organization, and integrate the archives and records management activities into the automated United Nations information resources management system. Further, a stronger curatorial role is proposed in connection with artistic and historical objects received by the Organization, including the Philatelic Museum, in particular, maintaining an up-to-date inventory, monitoring physical condition and where applicable carrying out collection policy and participating in outreach activities.

Activities

1. Records management

Provision of training and assistance in development of records management programmes in Secretariat offices, including record surveys, retention schedules, file plans, indexes, and records disposition; promoting the development of records management and archive programmes in Secretariat offices away from Headquarters and subsidiary organs of the United Nations.

Significant performance indicators

	1990-1991 (actual)	1992-1993 (actual)	1994-1995 (estimate based on 1994 actual)	1996-1997
Records management projects completed	12	34[a]	32	32
Secretariat offices away from Headquarters and subsidiary organs assisted in the development of records management programmes	—	—	10	12

[a] The large increase beginning in the biennium 1992-1993 reflects the increased emphasis on production of retention schedules rather than labour-intensive file inventories.

2. *Archival processing and preservation and reference services*

Maintaining custody of the archives of the United Nations; arrangement and description of archival records to international descriptive standards and their transfer from originating offices; improvement of space utilization through rationalization of archival holdings and use of compact storage, including the possibility of introducing imaging and other technologies for automated information storage and retrieval; accession of records, appraisal/evaluation of records as to their archival value and disposal of paper-based and electronic records no longer required; provision of reference services to Secretariat users and external researchers, including information retrieval, file loans and records reproduction; and provision of curatorial services for United Nations artistic and historical objects.

Significant performance indicators

	1990-1991 (actual)	1992-1993 (actual)	1994-1995 (estimate based on 1994 actual)	1996-1997
Microfilm preservation (reels)	207	212	212	245
Accessions (linear feet)	4 192	4 687	7 450[a]	7 000
Disposals (linear feet)	2 044	3 961	5 385[b]	6 000[c]
Reference service requests	6 857	8 239[d]	6 500[e]	6 500
Copies furnished (pages)	32 800	33 507	28 000	30 000

[a] Increase due largely to records from recently liquidated peace-keeping missions.

[b] Increase due to carrying out of overdue destructions and special appraisal project, which identified a large group of records for destruction.

[c] Destructions will continue to be high if the backlog reduction project is carried out.

[d] Internal service requests greatly increased during this period owing to the implementation of the United Nations Joint Staff Pension Fund (UNJSPF) automation project, which required a high rate of retrieval of participant files.

[e] Internal service requests are decreasing in number owing in part to automation in Secretariat offices. However, external research requests are increasing.

3. Information resource management

Apply United Nations archives and records management standards to configuration of electronic document management systems; investigate the applicability of international standards to United Nations systems; develop policies and procedures and identify software options for the classification and storage of official electronic communications; analyse and recommend ways to capture and use valuable computer readable information in document format generated by IMIS or other systems; research the structuring of documents to promote automatic classification, retention and disposition; and assist Secretariat offices to develop and improve electronic information systems for records management.

Resource requirements (at current rates)

Posts

26D.62 The estimated resource requirements ($2,880,500), reflecting a decrease of $391,200, relate to 5 Professional (1 P-5, 1 P-4 and 3 P-3) and 20 General Service (Other level) posts. It also reflects the proposed abolition of four General Service (Other level) posts, the functions of which will be contracted out.

Other staff costs

26D.63 Resources are requested for general temporary assistance ($26,100) for three archivists to carry out detailed survey work in connection with determining the percentage of files that should be accessioned and those without archival value that should be destroyed.

Consultants and experts

26D.64 The provision of $122,400 is requested for consultants to undertake three projects associated with the information resource management implementation strategy: a feasibility project to investigate the use of international standard generalized mark-up language to enable United Nations documents to be independent of proprietary software; development of policies and procedures for electronic communication; and analysis and development of more cost-effective archive storage of paper-based records as part of the archives backlog project.

Travel on official business

26D.65 The resources requested ($17,100), maintained at the base level, relate to travel for participation at professional national and international archive and information management meetings, to advise offices away from Headquarters in the management of the Organization's archives under their jurisdiction and to review the programme of the Philatelic Museum.

Contractual services

26D.66 A new provision ($402,500) relates to (a) $136,850 for the services of an expert to develop and implement an enhancement to the archives database (research access module) which will provide faster research and retrieval of archival documents (both electronic and paper-based) through the use of electronic indexes and indexed images on CD-ROM; and (b) contracting-out of preservation microfilming and archival processing ($265,650). The resources for outsourcing of preservation microfilming and archival processing are related to the proposed abolition of four General Service (Other level) posts referred to in paragraph 26D.62 above.

Supplies and materials

26D.67 The estimated requirements ($7,000), reflecting a decrease of $31,100, would cover the cost of specialized storage media used in the archival of documents and records. The decrease in resources is related to the elimination of requirements for microfilm supplies owing to the outsourcing of the function.

Equipment

26D.68 A provision of $48,500 is requested for the acquisition of new equipment to support the archives and records management database and implement the imaging component of the integrated resource management implementation strategy, which includes bar-coding and production of CD-ROMs of selected archival records.